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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2005 to 30 June 2006 and budget for the period from 1 July 2007 to 30 June 2008

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296 of 22 June 2005, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It provides consolidated information on the performance on the budgets for the period from 1 July 2005 to 30 June 2006 and on the budget proposals for the period from 1 July 2007 to 30 June 2008. The report also provides responses on the implementation of requests contained in General Assembly resolution 60/266 of 30 June 2006 as well as requests by the Advisory Committee on Administrative and Budgetary Questions in its general report on the financing of United Nations peacekeeping operations (A/60/880). In addition, the report outlines management initiatives proposed by the Department of Peacekeeping Operations for 2007/08. The overview report also includes a section on the status of the Peacekeeping Reserve Fund. By providing a global overview and analysis of the financing of peacekeeping missions, the report aims to facilitate the decision-making process of legislative bodies.

For the period from 1 July 2005 to 30 June 2006, total expenditure amounted to $4,562.4 million, against a total approved budget of $5,025.2 million as summarized in the table below.

Financial resource performance

(Millions of United States dollars. Budget year is from 1 July 2005 to 30 June 2006.)

	1 July 2005 to 30 June 2006		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	4 838.9	4 390.4	448.5	9.3
United Nations Logistics Base at Brindisi[a]	31.5	27.5	4.0	12.7
Support account for peacekeeping operations[a]	146.9	136.0	10.9	7.4
Subtotal resources	**5 017.3**	**4 553.9**	**463.4**	**9.2**
Voluntary contributions in kind (budgeted)	7.9	8.5	(0.6)	(8.5)
Total resources	**5 025.2**	**4 562.4**	**462.8**	**9.2**

[a] Apportionment is based on approved resources.

Financial resources for peacekeeping operations for the period from 1 July 2007 to 30 June 2008 are estimated at $5,343.0 million, compared with the approved level of $5,245.7 million for the period from 1 July 2006 to 30 June 2007, summarized as follows:

Financial resources

(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*1 July 2006 to 30 June 2007 (apportionment)*[b]	*1 July 2007 to 30 June 2008 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions	5 013.2	5 064.9	51.7	1.1
United Nations Logistics Base at Brindisi[a]	35.5	40.7	5.2	14.7
Support account for peacekeeping operations[a]	189.0	229.6	40.6	21.5
Subtotal resource requirements	**5 237.7**	**5 335.2**	**97.5**	**1.9**
Voluntary contributions in kind (budgeted)	8.0	7.8	(0.2)	(3.4)
Total resources	**5 245.7**	**5 343.0**	**97.3**	**1.9**

[a] Apportionment is based on approved resources.

[b] Apportionments for UNIFIL and UNMIT are based on the commitment authority requests for the period from 1 July to 31 March 2007 pending the approval of the full 2006/07 budgets.

The actions to be taken by the General Assembly are set out in section VIII of the present report.

Abbreviations

BINUB	United Nations Integrated Office in Burundi
BONUCA	United Nations Peacebuilding Office in the Central African Republic
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operations in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMIR	United Nations Assistance Mission for Rwanda
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Commission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Political Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization

I. Background

1. Table 1 below provides an overview of trends in peacekeeping operations for the financial periods from 2002/03 to 2007/08.

Table 1
Scope of peacekeeping, political and peacebuilding missions and civilian staff to support missions[a]

Number/amount	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08[b]*
A. Peacekeeping missions						
Ongoing missions[c]	14	16	15	17	16	15
Missions closed	—	2	—	2	1	—
Countries contributing military and police personnel	90	97	105	109	114	114
Military contingents	36 000	48 988	58 838	63 099	70 960	74 671
Military observers[c]	1 804	2 013	2 155	2 683	2 720	2 698
United Nations police	5 979	4 148	5 043	4 814	4 610	6 116
United Nations formed police	960	1 100	1 715	2 625	4 065	4 190
Civilian staff in missions[c,d]	11 353	10 545	12 236	13 225	14 935	20 842
Peacekeeping budget level[c,e] (billions of United States dollars)	2.5	2.7	4.2	4.8	5.0	5.0
B. Political and peacebuilding missions						
Ongoing political and peacebuilding missions[f]	12	11	15	16	18	17
Military and police personnel[f]	14	12	35	265	437	574
Civilian staff in missions[g]	908	1 916	1 571	2 393	3 254	4 422
Budget level[h] (millions of United States dollars)	37.1	46.7	92.1	156.7	405.3	441.6
C. Civilian staff to support missions[i,j]	888	935	959	1 095	1 185	304
Budget level[i] (millions of United States dollars)	122.5	141.6	158.6	187.0	233.8	279.6

[a] Data for military, police and civilian personnel represent peak numbers from 2002/03 to 2005/06 approved levels for 2006/07 and proposed for 2007/08. It supersedes the data provided in the overview report of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2004 to 30 June 2005 (A/58/705) and budget for the period from 1 July 2006 to 30 June 2007 (A/60/696).

[b] Based on current mandates of ongoing missions.

[c] Includes UNMOGIP and UNTSO but excludes UNLB.

[d] Comprises international and national staff and represents peak numbers from 2002/03 to 2005/06 approved levels for 2006/07 and proposed for 2007/08, including positions to be funded under General Temporary Assistance.

[e] Covers the period from 25 August 2006 to 31 March 2007 for UNMIT, 1 July 2006 to 31 March 2007 for UNIFIL and annual budgets of all other peacekeeping missions, UNMOGIP and UNTSO, but excludes the support account and UNLB.

[f] Represents political and peacebuilding missions supported by the Department of Peacekeeping Operations, namely BINUB, BONUCA, Cameroon-Nigeria Mixed Commission, Committee on Missing Persons in Cyprus, Great Lakes region, Office of the Personal Representative of the Secretary-General for Southern Lebanon, UNAMA, UNAMI, UNIIIC, UNIOSIL, UNOGBIS, UNOWA, UNPOS, UNSCO, UNOSEK, UNTOP, UNMIN.

[g] Consolidated data for 2002/03 and 2003/04 represent authorized staffing while data from 2004/05 to 2006/07 reflect peak numbers; data for 2007/08 represent proposed staffing.

[h] Data prior to 2005 are based on the proposed budgets for UNAMA and UNAMI; data on UNAMI for 2003 relate to commitment authority; data for 2005 to 2007/08 are based on proposed budgets.

[i] Data for the period 2002/03 to 2006/07 represent the authorized number of posts funded from the support account, the regular budget and UNLB; data for 2007/08 comprise the authorized number funded from the regular budget and the projected number to be funded from UNLB.

[j] Due to the restructuring of the Department of Peacekeeping Operations, the 2007/08 proposals for support account are not yet available.

2. As shown in table 1 above, the scope of peacekeeping activities has dramatically increased since 2002/03. The number of military contingents in United Nations peacekeeping missions has grown from 36,000 in 2002/03 to a projected number of 74,671 in 2007/08, representing a 107 per cent increase. Similarly, the number of military observers has increased by 50 per cent, from 1,804 in 2002/03 to an estimated 2,698. The range of peacekeeping activities has broadened from the smaller, more traditional peacekeeping missions to the establishment of larger, more intricate and multidimensional peacekeeping missions. Between 2002/03 and 2007/08, the total peacekeeping budget level is anticipated to double, although the number of active peacekeeping missions for 2007/08 would be only one more than the number of active missions in the 2002/03 period.

3. Similarly, the scope of political and peacebuilding missions for which the Department of Peacekeeping Operations supports or has the substantive lead has augmented between 2002/03 and 2007/08. The total budget level for political and peacebuilding missions has also risen from $37.1 million in 2002/03 to $441.6 million in 2007/08.

4. The dynamic and volatile nature of peacekeeping activities has been a significant challenge to the Department of Peacekeeping Operations and other departments that provide financial and administrative backstopping to field missions. The establishment of UNMIT and UNMIN, expansion of UNIFIL and planning/preparatory work for establishment of the African Union-United Nations hybrid operation in the Sudan and planning of a peacekeeping mission in Chad, since June 2006 placed serious constraints on the capacity of the Department of Peacekeeping Operations and other departments to meet urgent and competing requirements in facilitating the initial establishment of the missions and in supporting other ongoing, but no less challenging, missions.

5. Taking into account that the structure of the Department of Peacekeeping Operations is currently under review, a separate report of the Secretary-General will be submitted later in 2007 which will describe the goals that the Department has set to enable it to be a more effective partner in peacekeeping. Against this backdrop, the present report provides summary information on the performance of the budgets of peacekeeping missions, UNLB and the support account for the period from 1 July 2005 to 30 June 2006, and on the implementation of the requests of the General Assembly in its resolution 60/266 and of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its general report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations (A/60/880). In addition, the report outlines the management initiatives that the Department of Peacekeeping Operations plans to implement in the 2007/08 period, subject to their approval by the General Assembly, and a preliminary overview of the proposed budget for peacekeeping for the period from 1 July 2007 to 30 June 2008 taking into account that 10 out of 15 budgets are still under finalization. Summary information on the status of the Peacekeeping Reserve Fund as at 30 June

2006 is provided in section IV below. Section V provides updated information on the management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries. Section VI provides summary information on death and disability compensation. Section VII provides information on the proposed funding of liabilities related to after-service health insurance benefits.

II. Budget performance for the period from 1 July 2005 to 30 June 2006

6. As set forth in table 2 below, the total approved budget for the period from 1 July 2005 to 30 June 2006 amounted to $5.0 billion, inclusive of UNLB and the support account. The related expenditure amounted to $4.6 billion, resulting in an overall unencumbered balance of $0.5 billion.

Table 2
Financial resource performance for the period 2005/06
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

			Variance	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
MINURSO	45 540.4	42 348.4	3 192.0	7.0
MINUSTAH	516 488.5	479 636.6	36 851.9	7.1
MONUC	1 133 672.2	1 055 040.3	78 631.9	6.9
ONUB	292 272.4	238 951.6	53 320.8	18.2
UNAMSIL	107 539.3	86 137.3	21 402.0	19.9
UNDOF	41 521.4	40 116.9	1 404.5	3.4
UNFICYP	44 184.3	43 826.3	358.0	0.8
UNIFIL	94 252.9	91 264.2	2 988.7	3.2
UNMEE	176 664.4	155 996.1	20 668.3	11.7
UNMIK	239 889.8	233 753.6	6 136.2	2.6
UNMIL	722 422.1	707 104.9	15 317.2	2.1
UNMIS	969 468.8	801 124.4	168 344.4	17.4
UNMISET	1 662.2	1 619.6	42.6	2.6
UNOCI	418 777.0	382 268.9	36 508.1	8.7
UNOMIG	34 562.1	31 150.0	3 412.1	9.9
Subtotal, missions	**4 838 917.8**	**4 390 339.1**	**448 578.7**	**9.3**
UNLB	31 513.1	27 527.4	3 985.7	12.6
Support account	146 935.2	135 988.2	10 947.0	7.5
Subtotal resources	**5 017 366.1**	**4 553 854.7**	**463 511.4**	**9.2**
Voluntary contributions in kind (budgeted)	7 872.3	8 541.2	(668.9)	(8.5)
Total resources	**5 025 238.4**	**4 562 395.9**	**462 842.5**	**9.2**

7. The overall budget implementation rate was 91 per cent for the 2005/06 period compared to 94 per cent for the prior financial period 2004/05. Budget implementation rates improved for UNFICYP, UNIFIL, UNMIL and UNOCI. On the other hand, budget implementation rates decreased for MINURSO, MINUSTAH, MONUC, ONUB, UNAMSIL, UNDOF, UNMIK, UNMIS, UNOMIG, UNLB and the support account. Budget implementation rates for UNMEE remained the same.

8. Overall, the main factors that affected budget performance in the 2005/06 period were: (a) delays in the deployment of military contingent personnel in UNMIS; (b) lower requirements for travel on emplacement, rotation and repatriation of military contingent personnel and freight and deployment costs of contingent-owned equipment in MINUSTAH and UNOCI; (c) the more rapid pace of downsizing and withdrawal of military contingent and civilian personnel and general drawdown of the mission in ONUB and UNAMSIL; (d) delayed recruitment of civilian personnel in UNIFIL and for posts funded under the support account; (e) higher vacancy rates for international and/or national staff than the budgeted vacancy factors in MINURSO, MONUC, UNDOF, UNFICYP, UNMEE, UNLB and posts funded under the support account; (f) reduced requirements under air transportation resulting from the downsizing of contingent personnel, delays in deployment or, in some cases, the non-deployment of aircraft, a more stable security situation and longer periods of unfavourable weather conditions in MINURSO, MONUC, UNMEE, UNOCI, UNOMIG, UNMIK and UNMIS; and (g) reduced requirements under ground transportation and communications in UNDOF, UNMIL, UNMIS, UNMIK and UNOMIG.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURSO	A budget implementation rate of 93 per cent (2004/05: 99 per cent) resulted from: (a) The lower than planned number of hours flown for helicopter operations, owing to an early termination of contract in December 2005 and limited repositioning of helicopters (b) The actual vacancy rate of 14 per cent for international staff compared to a 6 per cent vacancy rate applied in the budget (c) The above savings were partially offset by additional requirements for facilities and infrastructure resulted from an urgent implementation of a number of the security enhancement projects, including constructions of perimeter walls, speed bumps and watch towers as well as installations of metal gates, boom barriers and external security light poles, at all mission facilities in 11 locations following a Department of Safety and Security security management assessment for the Mission
MINUSTAH	A budget implementation rate of 93 per cent (2004/05: 99 per cent) resulted from: (a) The lower travel costs of military contingents resulting from the use of letter-of-assist arrangements, lower travel costs for staff officers and the reduced number of trips undertaken, lower rations costs resulting from favourable exchange rates and less contingent-owned equipment resulting from early repatriation of some contingents

Peacekeeping component	*Main factors affecting budget performance*
	(b) The lower than budgeted average strength of United Nations police, resulting in fewer requirements for mission subsistence allowance and travel costs (c) The lower freight and deployment costs of contingent-owned equipment resulting from the sea shipment of equipment as compared to air shipment in the budget, lower rations costs resulting from favourable exchange rates and lower major equipment costs as some contingents were deployed with less equipment compared to the memorandums of understanding
MONUC	A budget implementation rate of 93 per cent (2004/05: 94 per cent) resulted from: (a) Fewer flight hours owing to the following main factors: (i) Non-deployment of medium cargo and passenger fixed-wing aircraft and helicopters (ii) Reduced usage of the military helicopters owing to involvement of military personnel in support of the registration, the referendum and the elections on the ground (iii) Reduced logistical flight tasking of fixed- and rotary-wing aircraft in support of the electoral process (iv) 2 fixed-wing aircraft had to remain out of the Mission area for extended periods for technical reasons (v) Cancelled deployment of 2 fixed-wing aircraft required in support of the elections (b) Higher vacancy rate of international staff. The monthly average strength for the period was 759 international staff compared to 841 planned and 826 budgeted
ONUB	A budget implementation rate of 82 per cent (2004/05: 92 per cent) resulted from: (a) The early commencement of the drawdown of the mission's military component and unplanned repatriation of 2 battalions, 2 contingents and 1 company, resulting in reduced troop cost reimbursement and ration requirements, combined with the lower actual cost of the emplacement, rotation and repatriation of contingent personnel as well as lower actual reimbursement of troop contributors for the contingent-owned equipment (b) The early commencement of the drawdown of the mission, resulting in reduced expenditure under international staff salaries, common staff costs and mission subsistence allowance, combined with reduction in staff assessment rates effective 1 January 2006 and discontinuation of hazard pay effective 15 December 2005 in 12 provinces of Burundi (c) The early drawdown of the mission, resulting in cancellation of the letter-of-assist arrangements for the provision of helicopters, reduced number of hours flown as well as reduction in the consumption of petrol, oil and lubricants
UNAMSIL	A budget implementation rate of 80 per cent (2004/05: 91 per cent) resulted from: (a) The early repositioning of two UNAMSIL helicopters to MINURSO as a result of the lower than estimated requirements during the liquidation period at UNAMSIL. That also led to a reduction in requirements for petrol, oil and lubricants

Peacekeeping component	*Main factors affecting budget performance*
	(b) Lower than budgeted actual payments made for self-sustainment, based on actual verification reports, compared to the signed memorandums of understanding on which the budget was based as well as the result of cost-sharing arrangement between UNAMSIL and UNIOSIL
	(c) The delayed deployment of contractual personnel for communication support services and the change to a different vendor offering lower cost services and lower payments made for self-sustainment based on actual verification reports, compared to the signed memorandums of understanding on which the budget was based
UNDOF	A budget implementation rate of 97 per cent (2004/05: full budget implementation) resulted from:
	(a) The non-procurement of vehicles and postponed acquisition of 2 armoured ambulances
	(b) The lower actual costs than budgeted for common staff costs and an actual vacancy rate of 11.9 per cent compared to 7 per cent budgeted for international staff
UNFICYP	A budget implementation rate of 99 per cent (2004/05: 98 per cent) resulted from:
	The lower requirements for salaries, common staff costs and staff assessment for international staff owing to a higher actual average vacancy rate of 12.2 per cent as compared to the budgeted 5 per cent owing to delays in the filling of the posts
UNIFIL	A budget implementation rate of 97 per cent (2004/05: 96 per cent) resulted from:
	(a) Delays in the recruitment process and difficulties in replacing staff members on short-term assignments to other peacekeeping missions, which resulted mainly in an actual vacancy rate of 20 per cent as compared to the budgeted vacancy rate of 6 per cent
	(b) The delayed recruitment of 36 newly approved posts, whose functions were previously performed by individual contractors, leading to the actual vacancy rate of 13 per cent as compared to the budgeted vacancy rate of 3 per cent
	(c) The above savings were partially offset by additional costs of unbudgeted repatriation of one country's engineering contingent and deployment of another country's engineering contingent as replacement
UNMEE	A budget implementation rate of 88 per cent (2004/05: 88 per cent) resulted from:
	(a) An average monthly vacancy rate of 21 per cent compared to 5 per cent budgeted. The Mission experienced difficulties with recruitment as a result of uncertainties concerning extension of its mandate
	(b) Non-utilization of 4 helicopters from October 2005 due to the ban imposed by the Government of Eritrea and 212 fewer actual flying hours than budgeted for fixed-wing aircraft
UNMIK	A budget implementation rate of 97 per cent (2004/05: full budget implementation) resulted from:

Peacekeeping component	*Main factors affecting budget performance*
	(a) The cancellation of the contract for the charter of 1 fixed-wing aircraft owing to the establishment of reliable commercial air transportation services from Pristina airport and reduced requirements for the charter of 1 rotary-wing aircraft stemming from more favourable contract terms (b) The reduced requirements with respect to commercial communications owing to the implementation of enhanced internal controls mission-wide through assignment to staff of personal identification numbers to improve monitoring of local telephone calls, more favourable Internet service rates and lower actual cost of communications equipment purchased through system contracts and communications support services under a new contract
UNMIL	A budget implementation rate of 98 per cent (2004/05: 90 per cent) resulted from: (a) Lower requirements for diesel fuel for the Mission's fleet of vehicles as a result of the usage limitations imposed by severe weather and road conditions as well as the delay in the procurement of heavy, fuel and airport firefighter trucks (b) Reduced requirements for petrol, oil and lubricants, rental of premises, security services, maintenance services, maintenance supplies, spare parts and supplies and field defence supplies. The overall lower requirements were offset in part by increased requirements for the acquisition of fuel tanks and pumps, self-sustainment for military contingent personnel, construction services and acquisition of generators
UNMIS	A budget implementation rate of 83 per cent (2004/05: 99 per cent) resulted from: (a) The delayed deployment of the Mission's helicopter fleet resulting in fewer than planned air patrols and the early termination of a commercial contract for 2 aircraft, resulting in lower consumption of jet fuel. In addition, savings were realized under liability insurance as the situation in the Sudan did not warrant coverage of Additional War Risk Insurance by the contractor (b) The unspent balance under rental of premises resulting from the inability of the contractor to provide tented accommodation meeting United Nations standards and requirements (c) The delayed deployment of military contingents with an average monthly deployment of 5,187 as compared to the budgeted average monthly deployment of 6,776 military contingents (d) The transfer of 235 vehicles from ONUB, UNAMSIL, UNIFIL, UNMEE and UNMIK, and the advance procurement of heavy trucks and fuel tankers during the 2004/05 budget period
UNMISET	A budget implementation rate of 97 per cent (2004/05: 96 per cent) resulted from: (a) Reduced requirements with respect to freight owing to the cancellation of the transfer of generators to the United Nations Logistics Base at Brindisi, as well as lower bank charges and the non-utilization of requirements with respect to general insurance and miscellaneous claims and adjustments (b) Lower requirements for commercial communications owing to the early decommissioning of satellite phone services

Peacekeeping component	*Main factors affecting budget performance*
	(c) Savings partially offset by the high cost of repatriation of international staff owing to the discontinuation of travel arrangements with a regional commercial carrier and an increase in the revised local salary scale for national staff effective 1 May 2005
UNOCI	A budget implementation rate of 91 per cent (2004/05: 89 per cent) resulted from:
	(a) Lower requirements for the rental and operation of helicopters owing to difficulties in the identification and deployment of the military aviation unit and respective air assets, resulting also in lower requirements for petrol, oil and lubricant. The unutilized balance is partially offset by additional requirements for the rental and operation of fixed-wing aircrafts following a change in the concept of operation
	(b) Savings on travel on emplacement, rotation and repatriation of contingents, the provision for the reimbursement of contingent-owned equipment, and the relating provision for freight and deployment
UNOMIG	A budget implementation rate of 90 per cent (2004/05: 97 per cent) resulted from:
	(a) Reduced requirements for communications attributable to lower actual costs of the Mission's share of the transponder lease and satellite network
	(b) Savings under air operations attributable to the decommissioning of 1 helicopter as a result of restrictions in air patrolling in the Kodori Valley and the prevailing security situation
	(c) The unspent balance on ground transportation resulting from non-acquisition of 5 armoured civilian vehicles, as a result of the re-evaluation of the requirements of the Security Section by the Department of Safety and Security
UNLB	A budget implementation rate of 87 per cent (2004/05: 99 per cent) resulted from:
	(a) The delayed recruitment of the national staff, reflected in a higher than expected average vacancy rate of 23 per cent as compared to the budgeted vacancy rate of 2.0 per cent
	(b) The delayed installation of equipment and migration of data for the UNLB Disaster Recovery and Business Continuity Centre, and hence reduced requirement for utilities. In addition, there were savings in storage costs due to the relatively low level of strategic deployment stocks.
Support account	A budget implementation rate of 93 per cent (2004/05: 97 per cent) resulted from:
	(a) The unspent balance in respect of post resources attributable primarily to higher than budgeted vacancy rates in the following offices:
	(i) In the Office of Internal Oversight Services, 31 new posts were established and the majority were approved for the resident auditor capacity in the peacekeeping missions. The number of new posts placed an extremely heavy workload on the Recruitment Section of the Executive Office of the Office of Internal Oversight Services. The situation was exacerbated by the higher than normal turnover of staff in the peacekeeping missions due to the difficult conditions of living in non-family duty stations

Peacekeeping component	*Main factors affecting budget performance*
	(ii) In the Procurement Service and the Peacekeeping Financing Division of the Department of Management, there were delays in recruitment resulting from reprioritization of the workload of the Divisions in support of management review and investigations of procurement cases in the Procurement Division and the heavy workload related to the preparation of budgets and revised budgets for MONUC and MINUSTAH and the preparation of budget estimates related to the United Nations reform
	(b) The lower than budgeted common staff costs and a number of posts encumbered by staff members at a lower grade level than budgeted in the Division of Organizational Development in the Office of Human Resources Management
	(c) Delays in recruitment for general temporary positions in the Department of Peacekeeping Operations and the Office of Internal Oversight Services and postponement of planned projects. The field finance training course module was postponed as the decision of the General Assembly (in its resolution 60/283 of 7 July 2006) adopting the International Public Sector Accounting Standards (IPSAS) for the United Nations necessitated major changes in the field finance module aligning to IPSAS and the implementation of the Enterprise Budget Application (EBA) project was postponed owing to difficulties encountered in the procurement process resulting in rebidding of the project to solicit new vendors.

9. Information on planned and actual vacancy rates for international and national staff and United Nations Volunteers in peacekeeping operations for the performance period is shown in table 4 below.

Table 4
Planned and actual vacancy rates for the 2005/06 period

		Vacancy rate (percentage)	
Peacekeeping component	*Category of staff*	*Planned*	*Actual*
MINURSO	International	6.0	14.0
	National	2.0	18.6
	United Nations Volunteers	—	—
MINUSTAH	International	10.0	11.3
	National	5.0	20.1
	United Nations Volunteers	25.0	13.7
MONUC	International	4.0	11.2
	National	3.0	11.3
	United Nations Volunteers	5.0	22.2
ONUB	International	5.0	20.9
	National	5.0	10.7
	United Nations Volunteers	5.0	18.0
UNAMSIL	International	15.0	17.3
	National	5.0	17.0

Peacekeeping component	Category of staff	Vacancy rate (percentage)	
		Planned	Actual
	United Nations Volunteers	5.0	8.9
UNDOF	International	7.0	11.9
	National	2.0	3.2
	United Nations Volunteers	—	—
UNFICYP	International	5.0	12.2
	National	2.0	3.5
	United Nations Volunteers	—	—
UNIFIL	International	6.0	19.7
	National	3.0	13.4
	United Nations Volunteers	—	—
UNMEE	International	5.0	21.0
	National	5.0	8.3
	United Nations Volunteers	2.0	8.7
UNMIK	International	10.0	17.3
	National	3.0	4.2
	United Nations Volunteers	—	23.6
UNMIL	International	20.0	16.0
	National	15.0	5.4
	United Nations Volunteers	10.0	5.4
UNMIS	International	20.0	19.2
	National	25.0	28.9
	United Nations Volunteers	20.0	51.2
UNMISET[a]	International	—	5.0
	National	—	10.9
	United Nations Volunteers	—	—
UNOCI	International	25.0	17.8
	National	15.0	7.1
	United Nations Volunteers	20.0	15.3
UNOMIG	International	15.0	12.3
	National	1.0	2.4
	United Nations Volunteers	—	37.5
UNLB	International	12.0	5.4
	National	2.0	23.0
	United Nations Volunteers	—	—
Support account	Professional	9.2	6.0
	General Service	2.4	6.6

[a] Approved resources were based on the completion of repatriation/termination of the Mission's administrative liquidation team by 31 October 2005.

10. As indicated in paragraph 8 above, unutilized resources for the 2005/06 period were attributable to higher vacancy rates for civilian personnel compared with the planned (budgeted) vacancy factors. As set out in table 4 above, vacancy rates for international staff were higher than planned in 11 of the 15 missions (MINURSO, MINUSTAH, MONUC, ONUB, UNAMSIL, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIK and UNMISET). Similarly, for national staff, vacancy rates were higher than planned in 13 of the 15 missions (MINURSO, MINUSTAH, MONUC, ONUB, UNAMSIL, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIK, UNMIS, UNMISET and UNOMIG). Furthermore, vacancy rates for United Nations Volunteers were higher than planned in 7 of the 10 missions (MONUC, ONUB, UNAMSIL, UNMEE, UNMIK, UNMIS and UNOMIG).

11. Vacancy rates for international staff in UNLB and professional-level posts funded under the support account were lower than planned (budgeted) factors, while vacancy rates for national staff in UNLB and General Service-level posts funded under the support account were higher than planned for the period.

12. The reasons for variances between planned and actual vacancy rates are as follows:

(a) Support account: delayed recruitment for the Office of Internal Oversight Services, Procurement Service and Peacekeeping Financing Division as well as high turnover on resident auditors' and Office of Internal Oversight Services posts in the peacekeeping missions owing to the difficult living conditions in non-family duty stations and to security concerns;

(b) The approved increase of the military, police and civilian personnel during the 2005/06 period in UNOCI, leading to the formulation of the revised budget and the increase in the budgeted vacancy rate for international staff based on recommendations of the ACABQ. With regard to the United Nations Volunteers, this reflects delays in the recruitment of personnel;

(c) Delays in recruitment for vacant international and national posts in UNFICYP;

(d) The early commencement of the drawdown of ONUB;

(e) 2 United Nations Volunteer posts have been vacant for the first 4 months of the 2005/06 financial period in UNOMIG;

(f) Delayed recruitment of civilian personnel in UNDOF;

(g) Delayed recruitment owing to the uncertain future of UNMEE;

(h) Delays in the recruitment process and difficulties in replacing international staff members on short-term assignments to other peacekeeping missions in UNIFIL. With respect to national staff, the variance is attributable to the delayed recruitment of 36 newly approved posts, whose functions were previously performed by individual contractors;

(i) Delayed recruitment of international and national staff owing to the restructuring of the civilian component in MINURSO during the 2005/06 period as a result of the comprehensive management review;

(j) Faster downsizing of UNAMSIL before the final closure;

(k) The high vacancy rate for national staff, especially National Officers, was due to difficulties in identifying suitable candidates in the adverse security conditions in MINUSTAH;

(l) Delays in the recruitment process of MONUC;

(m) Delayed recruitment for 64 national posts to convert individual contractors performing core functions at UNLB;

(n) Restructuring of the UNMIK civil administration pillar into a smaller Department of Civil Administration, which resulted in the consolidation of offices and personnel reductions and resulting imposition of a freeze in the deployment of United Nations Volunteers;

(o) Faster than anticipated phasing-out of international and national staff at UNMISET;

(p) Delays in the recruitment of personnel in UNMIL, due in part to the late establishment of the Mission offices in the Sectors;

(q) Belated approval of the 2005/06 budget in November 2006 led to delays in recruitment as compared to the deployment schedule. In addition, UNMIS experienced difficulties in identifying suitable and interested candidates due in part to the hard conditions of service in the Mission.

III. Proposed budget estimates for the period from 1 July 2007 to 30 June 2008

A. Implementation of requests of the General Assembly in its resolution 60/266 and of the Advisory Committee on Administrative and Budgetary Questions in its report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations

Cross-cutting issues

13. In section I, paragraph 4, of its resolution 60/266, the General Assembly requested the Secretary-General to report on progress in training in peacekeeping. A methodology for conducting higher levels of training evaluation was successfully piloted in ONUB during 2006. That methodology will be disseminated to missions during 2007.

14. The implementation of a system of evaluation and reporting is pending a policy directive from the Department of Peacekeeping Operations to the missions requiring the evaluation system to be implemented. To that end, the Department of Peacekeeping Operations is currently drafting a range of policy directives on peacekeeping training. One of the directives, and its related Standard Operating Procedures, encompasses direction to missions for implementing a system of training evaluation. The Department of Peacekeeping Operations Training Monitoring Committee is considering the training policy directives, and it is anticipated that they will be approved and disseminated to all peacekeeping missions during the first quarter of 2007. The evaluation system will then be

implemented by the missions with assistance as required from the Department of Peacekeeping Operations.

15. The overview of the initiatives in the Integrated Training Service have been provided in paragraphs 62 to 80 of the present report.

Temporary secondment of staff to other peacekeeping missions

16. The General Assembly, in section II, paragraph 5, of its resolution 60/266, and the Advisory Committee in its report (A/60/880, para. 6), requested the Secretary-General to review the practice of allowing peacekeeping staff to take up temporary duty positions in other peacekeeping missions, including for staff currently seconded on temporary duty, to consider ways to limit the length of temporary duty secondments as well as to elaborate on the exceptions and ensure that such secondments do not impact adversely on the operational activities of the parent mission, in particular when the parent mission has existing vacancies. The secondment or detail of staff members to United Nations peace operations results from the current designation of the majority of United Nations peace operations as "special", non-family missions. Staff assigned to a special mission from Headquarters or other offices away from Headquarters, are considered on temporary duty assignment, and as a result their official duty station remains unchanged. Staff detailed to a special mission maintain an administrative link to their parent duty station and continue to receive the post adjustment and related entitlements applicable to their parent office and mission subsistence allowance at the special mission. Currently, 93 per cent of staff in United Nations peace operations serve in special, non-family missions, which provides little opportunity for the normal transfer of staff to a regular, "established" duty station.

17. In his report entitled "Investing in people" (A/61/255), the Secretary-General proposed to designate missions as family or non-family based on the security phase in effect, instead of as "established" or "special" missions, and to harmonize conditions of service for staff serving at non-family duty stations with those of the United Nations agencies, funds and programmes. That proposal would eliminate the need for staff to continue to maintain a link to a parent office, as staff would be transferred to the new duty station and receive the allowances and benefits applicable to the new duty station. The General Assembly, in its resolution 59/266, requested the International Civil Service Commission (ICSC) to study the feasibility and desirability of harmonizing conditions of service in non-family duty stations and to report to the Assembly at its sixty-first session. The Commission convened a working group to study the conditions of service of staff serving in non-family duty stations, which met in November 2006 and January 2007. The working group decided to recommend to the Commission that United Nations peace operations be designated as family or non-family duty stations based on the security phase in effect, and that conditions of service for staff in non-family duty stations should be harmonized with those of the United Nations agencies, funds and programmes. Should ICSC and the General Assembly approve the recommendations of the working group, the issue of long-term secondments of staff to United Nations peace operations would be resolved.

Quick-impact projects

18. In section VIII, paragraph 3, of its resolution 60/266, the General Assembly emphasized the need for a comprehensive policy, including on resource allocations, for quick-impact projects, and requested the Secretary-General to report thereon to the General Assembly at its sixty-first session, addressing, inter alia, the definition of quick-impact projects and the selection processes; the duration of such projects; how, and if, quick-impact projects complement the activities of other United Nations bodies on the ground; the role of the mission, other United Nations bodies and implementing partners in managing and implementing quick-impact projects in the short and longer term; and how administrative costs can be minimized.

19. The Department of Peacekeeping Operations has developed a comprehensive policy on the subject, which will define the budgetary requests for quick-impact projects in peacekeeping operations from 2008 onwards. The Department policy directive defines quick-impact projects and their purpose in the following manner: quick-impact projects are small-scale, rapidly implementable projects, of benefit to the population. The projects are used by United Nations peacekeeping operations to establish and build confidence in the mission, its mandate, and the peace process, thereby improving the environment for effective mandate implementation.

20. The selection process for quick-impact projects is further defined by the introduction of three criteria, in accordance with one or more of which projects should be selected. The criteria are as follows:

- Contribution to promoting acceptance of the mandated tasks of the mission among the population and/or supporting the credibility of the mission by demonstrating progress in the implementation of these tasks where confidence is lacking
- Contribution to building confidence in the peace process, and/or building support for the peace process, including through demonstrating early dividends of stability to the population
- Contribution to improving the environment for mandate implementation by generating support for the mission, including through addressing immediate needs of the population.

21. The Department policy directive on quick-impact projects determines that the projects shall be implemented within three months of the disbursement of funds by the mission.

22. Quick-impact projects may be executed either by the mission, or by United Nations agencies, other international organizations, non-governmental organizations or local organizations, with overall oversight provided by the mission. The Department policy directive clarifies that quick-impact projects should by nature be designed to be of benefit to the population but that they are not intended as humanitarian or long-term development assistance. Their primary purpose should conform to the established criteria for project selection described above. Projects are also not intended for use as programmable resources to implement mandated tasks, although they may complement the programme of work of mission components. Projects should usually be of a non-recurrent nature, and should not place an unforeseen financial burden on the recipient or create material requirements that cannot be met within the country. The Department policy directive makes clear that

coordination with other United Nations bodies engaged in assistance activities is required through the Resident Coordinator/Humanitarian Coordinator or Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator to ensure that approved projects do not duplicate or undermine the humanitarian or developmental activities of other actors.

23. The Department of Peacekeeping Operations policy directive emphasizes that programmable resources of this nature tend to be of particular importance during the early phase of the mission, and states that resources for quick-impact projects may be included in the budget request for the start-up phase and for the first two years of the mission. In the third year of the mission and beyond, the policy states that funding for a further period should be requested if there is a requirement for confidence-building activities of this nature. In this instance an assessment of conditions arising or anticipated that create a further requirement for quick-impact projects should be provided.

Regional cooperation

24. In section IX, paragraph 2, of its resolution 60/266, the General Assembly requested the Secretary-General to develop and implement regional coordination plans aligned to the missions' objectives, while mindful of the specific mandate of each mission, and to report on the progress achieved in the context of his next overview report. The progress achieved in the development and implementation of regional coordination/inter-mission cooperation plans and initiatives is provided in paragraphs 95 to 102 of the present report. With regard to regional logistics support, the Department has focused on regionalization of services where feasible, while mindful of the individual needs of each mission. The emphasis of this endeavour has been cross-cutting services which impact missions and provide opportunities for cost savings as well as increasing the efficiency of operations. The initiatives are described below:

(a) **Aviation safety**: Aviation safety is a crucial factor in the safe operation of United Nations aircraft in varied and difficult environments. Owing to commonality of aviation safety standards across the missions, maximum impact on regionalization efforts is achievable. In order to maximize regionalization, the Department of Peacekeeping Operations is implementing a regional aviation safety system, whereby aviation safety officers will be responsible for conducting the aviation safety overview of the missions in the region, usually by visiting each mission every three months. The initial step in this direction was the establishment of a Regional Safety Office in UNLB to provide safety overview of aviation operations of UNLB, UNOMIG and UNMIK. The office is staffed by two Aviation Safety Officers following the realignment of posts from UNOMIG and UNMIK. Similarly MONUC provided resources for overview of aviation safety in neighbouring ONUB. The Department of Peacekeeping Operations also has finalized the plan for the regionalization of aviation safety in Western Africa and plans to implement it in fiscal year 2007/08. The feasibility of UNMIS providing safety overview of aviation operations of UNMEE is under consideration.

(b) **Medical services**: The Department of Peacekeeping Operations is using services of UNON (Nairobi) for central coordination of all medical evacuations from MONUC, ONUB, UNMIS and UNMEE. In addition, the Department is

currently negotiating agreements with city hospitals in Egypt and other countries for provision of level-4 services to be used by the aforementioned missions.

(c) **Air operations**: Various initiatives have been taken by the Department of Peacekeeping Operations in regional use of air assets during the previous 12 months. The strategic heavy lift aircraft from MONUC has been used in support of UNOCI and UNMIL; the passenger aircraft in UNMIL has frequently been used for rotation of troops in UNOCI; the executive jet in UNMIL has been made available to UNOCI for VIP flights; and medical evacuation support has been provided by UNMIL to UNOCI. A Resource and Mode of Transportation Review has been conducted in the West African region, comprising two major missions, UNMIL and UNOCI. It has been identified that one Mi-26 helicopter currently in UNMIL can be depositioned towards the end of 2007 without adversely impacting the aviation support capability of the mission. In addition, in concertation with UNMIL, the Mission's executive jet will be replaced by a regional turboprop aircraft with more seating capacity and reduced utilization costs. High-speed liaison transportation will be supported through the established regional global concept of fleet utilization. As part of the Department efforts to further reduce costs in air transportation, three fixed-wing aircraft, including an executive jet, in UNAMA will be terminated in early 2007. The Mission's air assets requirements will be fulfilled through the use of World Food Programme (United Nations Humanitarian Air Services) fixed-wing aircraft on a space available basis. This is in line with the Department policy of sharing resources between United Nations agencies which ensure cost-effective and greater utilization of available air assets. With the increase in number and size of the missions in Africa, the Department of Peacekeeping Operations is to obtain a dedicated aircraft (capacity of 250-275 persons) for passenger operations, including rotation of troops in UNMIS and MONUC, following a study conducted by a team consisting of air operations personnel from Headquarters and these missions. The deployment of this aircraft is likely to result in significant savings for the organization in addition to efficient movement of personnel.

(d) **Air medical evacuations**: Arrangements have been finalized to utilize UNIFIL air assets to support medical evacuations in UNTSO and UNDOF.

(e) **Strategic Air Operations Centre**: The Department of Peacekeeping Operations is also proposing to establish a Strategic Air Operations Centre in UNLB to undertake monitoring and tracking of all aircraft engaged in passenger and cargo airlift movement. That would enable the Department of Peacekeeping Operations to plan and support inter-mission and other flights, and enhance the regionalization of air assets.

(f) **Coastal freighter**: The coastal freighter deployed in UNMIL has been used for freight movements in the region. It has been used to deploy and repatriate contingent-owned equipment for UNAMSIL and UNOCI. It was also used to temporarily deploy quick reaction force equipment from UNMIL to UNIOSIL and to transport United Nations-owned equipment from UNAMSIL to UNOCI.

Fuel management

25. The General Assembly, in section X of its resolution 60/266 requested the Secretary-General to review all aspects of fuel management, including the preparation of a comprehensive fuel management manual, implementation of the

electronic fuel accounting system, development of standard operating procedures on fuel management and preparation of an annual fuel procurement plan, and to report on the status of implementation. The provision of petroleum, oil and lubricants and related services, is one of the major expenditures in peacekeeping operations. Currently, petroleum, oil and lubricants are supplied to 24,000 vehicles, 4,600 generators and 227 aircraft through 83 commercial contracts. Some $327 million has been budgeted for petroleum, oil and lubricants for 2006/07 and the total value of current and pending contracts through 2009 is estimated at some $1 billion. The management of fuel operations in field missions is a highly complex activity with significant inherent risks that need to be managed, including the potential for fraud, waste and adverse impacts on health, safety and environment. Management of fuel necessitates the recruiting and retention of highly qualified staff to ensure the adherence to operating procedures, adoption of best industry practices and quality control programmes and acquisition and maintenance of fuel equipment.

26. The progress achieved in this area is described below:

(a) **Fuel management manual and standard operating procedures**. The Department of Peacekeeping Operations has been hampered from fully addressing the above issue owing to the shortage of personnel employed in fuel operations. With the recent upsurge of mission activities, there has been a need to prioritize the efforts of staff, both at Headquarters and in the field, to perform the most immediate operational tasks which have prevented the Department from completing other necessary activities, including the fuel management manual and updating of 2003/04 standard operating procedures and equipment specifications. The Department of Peacekeeping Operations planned to obtain the services of external consultants with expertise in fuel management best practice to assist in updating current fuel standards, procedures, business processes and equipment specifications. However, the request for consultancy services for fuel-related matters in the 2006/07 support account budget was not approved. As fuel operations are highly technical, requiring specialists to ensure compliance with international standards and practices, this review cannot be undertaken in the absence of qualified personnel. In this context, the Department of Peacekeeping Operations will resubmit resource requests for consultancy resources at Headquarters in the Support Account budget and in addition will propose an increase in functional staffing levels for fuel management professionals at Headquarters and in field missions. The Department will request the consultants to identify risk areas in field fuel operations and equipment installed in the missions, and adapt best practices in the industry to the requirements of peacekeeping. The consultants will also undertake technical review of the current system contracts with emphasis on appropriateness and the required safety levels for storage of fuel; review and update standard operating procedures/guidelines and integrate relevant industry best practices; develop and structure a generic internationally recognized model contract for fuel support; and write technical specifications for a wide variety of sophisticated fuel equipment for use in the field. Furthermore, there exists a need to review current business models for the provision of fuel and related services and to study the feasibility of the various delivery models now used by the United Nations as well as to assess the appropriateness and effectiveness of regional integration of supply support services. Quality assurance, including quality control surveillance practices for the provision of fuel services would also be reviewed for application to all facets of service provision. The Department will benefit from such review and the utilization of these consultants is

a demonstration of the proactive approach of the Department in reviewing and improving its systems and business models;

(b) **Implementation of the mission electronic fuel accounting system**. The Department of Peacekeeping Operations, recognizing the importance of proper accounting and control of fuel, had previously developed and implemented a mission electronic fuel accounting system in UNAMSIL. This prototype has been further enhanced and is now implemented in three missions, namely, ONUB, UNMIL and MONUC. The implementation of mission electronic fuel accounting system in UNMIS and UNIFIL is planned for 2007/08 and will benefit from the incorporation of lessons learned. A High-Level Business Case for the related software development solution is being developed. Thereafter, the Scope of Work and Request for Proposal will be completed and procurement action initiated. The software implementation phase of the project, which represents the final enterprise solution for the electronic fuel accounting system, is planned to take place in 2008/09, owing to procurement lead times for a commercial off-the-shelf system;

(c) **Preparation of an annual fuel procurement plan**. All field missions are required to submit procurement plans on an annual basis, which are reviewed on a quarterly basis to ensure a cost-effective acquisition strategy. The Department of Peacekeeping Operations contracts management database as well as the quarterly reports will be used to monitor and assess procurement and contract performance.

Costing structure for air operations

27. The General Assembly, in section XI, paragraph 2, of its resolution 60/266 requested the Secretary-General to undertake an analysis of the impact of the new costing structure relating to air operations, bearing in mind the relevant observations and recommendations of the ACABQ (A/60/880, para. 8) and the Board of Auditors,[1] to determine whether the application of the new costing structure for air operations contracts has resulted in savings or brought about other benefits and to report thereon to the General Assembly at the sixty-second session in the context of his overview report. The Department of Peacekeeping Operations is working with the Procurement Service on the specific issues of greater efficiency and savings. The mandate of the Department is to provide effective air services to the field missions. While the Procurement Service is responsible for the management of commercial aspects of the contracts, the Department convened a United Nations air-carrier conference in Brindisi in November 2006 to facilitate discussions on attaining the most effective fleet coverage for United Nations air operations given current industry trends. The feedback gathered from the participants of the conference will be shared with the Procurement Service.

28. The General Assembly, in section XI, paragraph 3, of the same resolution requested the Secretary-General to review in all peacekeeping operations the ongoing necessity and current frequency of flights, to ensure the optimal use of air assets, to reconfigure them to respond to changing circumstances, to increase the utilization of air assets, inter alia, by continuing to review flight schedules to accommodate more passengers and cargo and to report thereon to the General Assembly at its sixty-first session.

[1] *Official Records of the General Assembly, Sixtieth Session, Supplement No. 5* and corrigendum (A/60/5 and A/60/5 (Vol. II)/Corr.1), vol. II.

29. Air Operations represent 33 per cent of peacekeeping operations costs with some $600 million for the 2006/07 budget. The fleet size in peacekeeping operations has more than doubled since 2003, from 103 aircraft in 2003 to a current level of 228 aircraft currently deployed in 15 operations. The increase in fleet size has led to increased costs of sourcing aviation services. At the same time, the current security environment has resulted in costly equipment deployed on aircraft while the global increase in fuel prices has also added to the operating budget. As an initial step, the Department has identified a number of measures aimed at improving the efficiency and cost-effectiveness of service delivery in the field. They include identification of alternative means of transportation, such as road and river transport, for delivery of supplies; investment in improvements to roads; increased holdings of items within the mission area; stocking in dry/summer months using surface means and establishing regular flight schedules with flexibility for special flights. Missions have also been directed to work towards reducing the air operations budget for the 2007/08 fiscal year by 10 per cent compared to the 2006/07 approved budget, where possible. The Department of Peacekeeping Operations believes that area offers the most opportunities for cost savings and has initiated a review of operations, including current fleet size, mix of aircraft, utilization of aircraft and fuel usage, in the missions. A team composed of a management expert, aviation and ground transport officers is being organized to conduct the review. The terms of reference of the team will include the following:

(a) To undertake a comprehensive review of the mission's transportation requirements and reconcile them with existing national infrastructure (rail, marine, surface and air). This exercise should ultimately determine the aviation fleet size and mix;

(b) To ensure that more economical alternative transportation means such as rail, marine and surface are used where practicable and security permits and air assets are used only when they are most required;

(c) To improve the utilization of the current mission fleet;

(d) To identify and implement new route structure (including route management system(s)) to ensure efficient use of assets;

(e) To ensure that flight hour projections are based on most recent historical data and a forecast of the impact of events such as downsizing and liquidation;

(f) To review safety and other equipment in aircraft to ensure equipment in the aircraft is relevant to the theatre of operations and redundant equipment is returned to the vendor;

(g) To identify and implement measures to reduce the amount of fuel consumed and lower the fuel-spend associated with procurement and the fuel supply chain.

30. Initially this team will focus on the review of UNMIL, MONUC, UNOCI, MINUSTAH and UNMIS. The review team will visit those missions during 2007 and is expected to finalize its report by the end of the year.

31. The General Assembly, in section XI, paragraph 4 of the same resolution and ACABQ in its report (A/60/880, para. 9), requested the Secretariat to continue to explore ways to increase regional management of air assets and further strengthen the coordination between the Department of Peacekeeping Operations and relevant

United Nations departments and entities, with a view to sharing air assets, when feasible. The issue of regionalization of air assets is addressed in paragraph 24 of the present report. With regard to coordination between the Department of Peacekeeping Operations and other United Nations agencies, the Department of Peacekeeping Operations is in the process of finalizing the Common Aviation Standards with WFP, which have been reviewed by ICAO. The standards were developed pursuant to specific recommendations issued by ICAO to the Department of Peacekeeping Operations and WFP during their review of United Nations air operations. The areas covered include interoperability of air assets; joint air carrier inspections; common training standards for aviation staff; ensuring safe, efficient and responsive air transport operations to the highest degree possible; and common aviation Standard Operating Procedures and manuals. It is envisaged that these common standards will be adopted by ICAO in 2007.

Vehicle spare parts

32. The General Assembly, in section XII, paragraph 1, of its resolution 60/266 requested the Secretary-General to report to the General Assembly at its sixty-first session on optimal levels for spare parts in all missions, and also requested that the budget proposals for the period from 1 July 2007 to 30 June 2008 not exceed those levels. The vehicle fleet of peacekeeping missions consists of over 18,000 assets, ranging from light vehicles to earth-moving and material-handling equipment. The fleet value at acquisition cost is estimated at some $390.6 million. As of September 2006, the value of spare parts holdings in peacekeeping missions was $34.9 million, 8.9 per cent of the total vehicle fleet value (refer to table 5 below). Each year, approximately $15.5 million is budgeted and expended for vehicle spare parts acquisition, which accounts for approximately 4 per cent of the vehicle value. The requisition and management of the spare parts are delegated to field missions.

33. The vehicle fleet is deployed in more than 25 countries where the road infrastructure is frequently poor and sometimes non-existent, thereby exposing the vehicles to accelerated wear and tear. Furthermore, the local markets for spare parts in those economies are frequently depressed and quite often absent. In their joint risk-assessment report, an external consultant and the Office of Internal Oversight Services acknowledged the challenging environment in which missions operate, particularly the harsh road conditions and the lack of spare parts in the local economies and assessed the risks of those factors paralysing mission operations as high. The high risk level also recognizes the fragile security environment in which peacekeeping missions operate. In order to mitigate the risks, the report recommended that the Department of Peacekeeping Operations stock spare parts at a rate commensurate with the risks.

34. The fleet composition in field missions is often varied and each category of vehicles requires separate levels of spare parts requirements and inventory holdings. In addition, the fluid environments in which missions operate necessitate a margin in inventory holdings. In such a situation, it would be counterproductive to establish a single level of inventory holding for each type of vehicle. Nevertheless, the Department of Peacekeeping Operations has established an average inventory holding at 9 per cent of a mission's vehicle inventory value. That average is in line with ratios used by similar organizations, such as other United Nations agencies.

Table 5
Level of inventories as of 1 September 2006
(United States dollars)

Mission	*Historical acquisition value of vehicles*	*Stock value (spares)*	*Inventory holding as percentage of vehicle value*
MINURSO	9 877 076	1 645 611	16.7
MINUSTAH	23 285 883	983 724	4.2
MONUC	72 212 040	4 220 029	5.8
ONUB	15 537 713	937 199	6.0
UNOCI	27 100 952	2 134 091	7.9
UNDOF	15 175 530	2 769 882	18.3
UNFICYP[a]	3 822 428	—	0.0
UNIFIL	25 738 398	4 677 891	18.2
UNMEE	18 200 041	4 660 865	25.6
UNMIK	43 206 327	2 988 599	6.9
UNMIL	44 531 389	5 530 371	12.4
UNMIS	74 776 428	2 475 047	3.3
UNMOGIP	2 024 521	140 115	6.9
UNTSO	5 018 943	682 226	13.6
UNOMIG	10 058 067	1 068 695	10.6
Total	**390 565 736**	**34 914 345**	**8.9**

[a] The mission introduced "just in time" stock delivery system, i.e., spare parts are supplied only as required, resulting in zero holdings as of 1 September 2006.

35. While most United Nations missions maintain a low ratio of spare parts to vehicles, there are those operations that have higher holdings of spare parts.

36. The factors responsible for those differences include:

(a) **Specialized vehicles**. Specialized vehicles such as the armoured personnel carriers, Mine Protected/Mine Hardened Vehicles (Nyala and Scout) are maintenance intensive. The parts for those specialized vehicles are expensive and tend to distort the data for spare parts holdings in missions whose fleet contain them. That is true for missions such as UNMEE and UNIFIL;

(b) **Economies of scale**. Large missions such as MONUC and UNMIL maintain a comparatively low ratio owing to the benefits of economies of scale;

(c) **Unstable political environment**. In some missions, including UNMEE, the unfavourable political environment has compelled the mission to build an above-average level of stock;

(d) **Inventory accounting practice**. The life expectancy of United Nations vehicles range from a minimum of 4 to 7 years for light passenger vehicles to over 10 years for mechanical handling equipment. Those assets are maintained in the books at historical acquisition value. Spare parts on the other hand are expendable

commodities moving at a faster rate than vehicles and as such are more exposed to market fluctuations. In the light of the upward trend in prices, the result is that the value for vehicles remains static while the value for spare parts increases almost continually. Consequently, the ratio of spare parts value to vehicles value tends to inflate over time;

(e) **Overhaul in fleet composition**. In the last few years, the Department of Peacekeeping Operations has gradually overhauled its fleet composition reducing the number of models and makes by over 50 per cent. That has resulted in a large stock of obsolete spare parts for vehicles eliminated from the fleet composition. It is particularly true for older missions which possessed those vehicles;

(f) **Age of vehicles**. New missions, such as UNOCI, UNMIS and MINUSTAH, acquired the new models introduced as a result of the rationalization of the fleet composition. During the initial years, the spare parts requirements are low. However, the ratios in those missions will increase as vehicles age.

37. In section XII, paragraph 2 of resolution 60/266, the General Assembly requested the Secretary-General to report at its sixty-first session on the possible establishment of a mechanism for global management of spare parts at United Nations Headquarters, including the ongoing identification of spare parts requirements, the capacity to redeploy them from other missions and any efficiencies to be achieved from such a mechanism. The Department of Peacekeeping Operations is consistently trying to improve the management of spare parts and seeking to implement best industry practices in its operations. Towards that goal, in 2002 the Department engaged the services of an external consultant to review its spare parts management and recommend appropriate remedial action. The consultancy highlighted the need to establish a centralized mechanism supervised by an expert Project Manager for the management of spare parts.

38. The benefits of centralized management under the supervision of a spare parts expert are enormous and include expert management of contracts; advice on the optimization of spare parts usage; adequate monitoring of budget forecasts; the extraction and dissemination of industry best practices; and establishment and monitoring of benchmarks. The consultancy estimated that the Department of Peacekeeping Operations could accrue significant savings with more prudent management of spare parts.

39. The Department of Peacekeeping Operations is currently developing a comprehensive fleet management system within its asset management system, Galileo, which will include spare parts management. The system will include recording and reporting of the state of the stocks on hand, allocated and on order; pricing and valuation using the first-in first out method; weighted average values; capability for physical stocktaking and recording of parts by part number; manufacturers' code; part description; ability to generate requisitions in an automated manner through the field procurement system, Mercury; ability to provide information on minimum and maximum stock levels, reorder quantity; and lead time; ability to track stock transactions and cater for receipts, issues, returns, transfers, write-offs due to damage and obsolescence; and better interactions between modules such as job cards.

40. It is envisaged that that tool will improve the planning and forecasting of parts requirements and reduce overstocking, wrong sized orders and write-offs. The

project is expected to be completed by the end of 2007. The Department of Peacekeeping Operations plans to deploy the tool to peacekeeping missions in 2008, with an expectation that the benefits of the new system on the management of spare parts will become evident in fiscal year 2008/09.

41. The consultancy also recommended a series of ad hoc solutions and more detailed recommendations to improve the management, processes and acquisition of spare parts. To date, the Department of Peacekeeping Operations has taken the following steps:

(i) Lead-time reduction and alternative sourcing solutions;

(ii) Procurement business process change;

(iii) Demand and fleet management;

(iv) Systems development review;

(v) Inventory reduction;

(vi) Obsolescence reduction;

(vii) Training and skills improvement;

(viii) Finance and budget change;

(ix) Doctrine and oversight.

42. In addition to the above, the Department has emphasized the need for efficient spare parts management and has highlighted that requirement to senior management in the field while encouraging the exchange of best practice across missions. To better facilitate the process, all missions were instructed to appoint focal points for spare parts management.

Better use of technology

43. The General Assembly, in section XIII of its resolution 60/266, requested the Secretary-General to make greater use of videoconferencing facilities and e-learning programmes for training and other purposes and to report to the General Assembly at its sixty-first session on improvements and efficiencies made through greater utilization of those tools.

44. The demand for videoconferencing at Headquarters has increased dramatically over the past few years. During 2006, the Department of Peacekeeping Operations facilitated 1,879 videoconferences (approximately 3,495 hours), representing an increase of more than 9 times over calendar year 2000. The Department of Peacekeeping Operations uses an array of technologies such as wide area networking, video bridging, satellite communications and Internet working technologies in the provision of centralized technical and operational support for videoconferencing activities between the Department of Peacekeeping Operations, field missions and other United Nations entities.

45. To further improve the utilization of videoconferencing facilities, the Department of Peacekeeping Operations continues to provide strategic direction, operations and coordination with internal and external partners, UNLB, field missions, funds and programmes, offices away from Headquarters and other agencies in the delivery of videoconferencing services.

46. In terms of use of videoconferencing and e-learning, the Integrated Training Service currently uses videoconferencing facilities on at least a weekly basis, conducting regularly scheduled training management conferences with the Training Delivery Cell, which is located in UNLB.

47. The Integrated Training Service is currently developing a large-scale e-learning training programme for senior managers, the Senior Mission Administration and Resource Training (SMART) programme. E-learning is naturally suited to the distance learning that is required to reach various field missions and can be used in conjunction with face-to-face mentoring. The SMART aims to facilitate managerial and fiduciary responsibilities and to underscore accountability for decision-making. The programme will consist of five computer-based training modules totalling over 40 hours of instruction, including finance, procurement, personnel and administrative control mechanisms.

48. Owing to the complexity and scope of the programme's content, the programme will actively involve the learners by requiring high levels of cognitive processing, beyond recognition and recall. Courses will be developed using various pedagogical approaches and will be visually appealing through the use of colour graphics, photographs and short motion video clips. The courseware will also include different techniques and tools to assess learners' proficiency. Pre- and post-tests will be self-directed with printable results pages providing immediate feedback available to the learner to support and reinforce learning.

High vacancy rates

49. In paragraph 14 of its report (A/60/880), the ACABQ reiterated its request that recruitment and placement procedures be improved with regard to the high vacancy rates in missions and their ability to carry out the functions for which they have requested the continuation of posts or new posts. The Advisory Committee pointed out that a gradual replacement of international staff with national staff should be encouraged in peacekeeping missions and field missions. The Committee cautioned against the use of United Nations Volunteers as "cheap labour" or for tasks that could be carried out effectively by national staff. The Committee has requested closer cooperation between the Department of Peacekeeping Operations and the United Nations Volunteers programme, as well as the development of an effective mechanism to evaluate the performance of United Nations Volunteers in peacekeeping and field assignments.

50. In response to the ACABQ request that recruitment and placement procedures be improved, the Personnel Management Support Service was reorganized to dedicate capacity to addressing the specific challenges of recruitment and outreach as well as senior leadership recruitment and management. The Senior Leadership Section and the Recruitment and Outreach Unit develop and implement strategies to attract and recruit highly qualified candidates for United Nations peace operations, seeking to broaden the geographical representation and achieve gender balance in the staffing of missions, the former focusing on the particular challenges confronting the recruitment and management of senior leadership for United Nations peace operations.

51. The Senior Leadership Section provides dedicated support to the executive search and targeted recruitment and management of senior leadership positions in field missions at the D-1 level and above. The Section is charged with establishing

suitable mechanisms to foster and sustain viable partnerships with United Nations agencies, funds and programmes, Member States and professional organizations to support the rostering of highly qualified eminent persons and senior mission support leaders for field operations. The Senior Leadership Section is responsible for the monitoring of the expiration of appointments of senior mission leadership positions, and for ensuring vacancy management and succession planning for senior leadership positions. The creation of the Senior Leadership Section has introduced for the first time a dedicated capability to plan and manage appointments and vacancies at the senior most levels in field missions, through the application of approved policy, standards and consultative mechanisms; and to ensure the provision for the first time of resources and focus on succession planning for senior mission leadership positions, enabling — through the link with career development — the required action to anticipate and meet mission leadership requirements in terms of profiles and numbers. Continued efforts will be made to strengthen the management of and selection to senior leadership positions.

52. The Recruitment and Outreach Unit vets candidates for eligibility, suitability and interest in serving in specific missions, secures appropriate technical clearances and conducts reference checks as part of the process of building rosters of pre-vetted candidates to serve in United Nations peace operations. The Unit represents a dedicated capacity to source the human resources requirements of United Nations peacekeeping, with focused attention on identifying and rostering highly qualified and capable individuals, through the review of external applications received, outreach to Member States, peacekeeping partners, other organizations in the United Nations common system; networking with professional institutions and associations; and consulting with Personnel Management Support Service career development specialists. The Unit focuses attention on working with technical specialists and developing in-house Personnel Management Support Service technical knowledge to better evaluate and vet candidates for inclusion on the roster.

53. Since May 2006, the segregation of the vetting and placement of candidates on the roster from the actual selection process has enabled more efficient and effective rostering and recruitment, enabling the Service to achieve an approximate 25 per cent overall increase in the number of selections per year, from the approximate 2,000 per year issued during 2005 to 2,500 projected over the period January through December 2006. However, persistent recruitment and retention challenges continue to negatively impact the ability of the Service to reduce vacancy rates, as demonstrated by the fact that only 1,467 of the 2,069 recruitments initiated from January through October 2006 have led to the appointment of staff in addition to the recorded approximate 30 per cent turnover in Professional staff. The Secretary-General's human resources management reform initiatives, in particular the streamlining of contractual arrangements and harmonized conditions of service, are additional measures designed to address the serious recruitment and retention challenges confronting United Nations peace operations.

54. The segregation of rostering and selection functions has also increased the level of transparency and "checks and balances" in the staffing of missions. As agreed at the twenty-seventh session of the Staff-Management Coordination Committee and approved by the Secretary-General in June 2006, a joint staff-management central review body mechanism will be introduced to oversee that no administrative or procedural error, or error of law or fact, has occurred in the

rostering of candidates for possible service with United Nations peace operations. Additional resources will be required to introduce this capacity.

B. Proposed management initiatives at Headquarters

Support to African Peacekeeping Capacity

55. In accordance with General Assembly resolution 60/1 (World Summit Outcome) and in order to ensure the United Nations commitment to long-term engagement in support of African peacekeeping capacity, a dedicated capacity has been established within the Department of Peacekeeping Operations to support this effort, called the African Union Peace Support Team (AUPST). The AUPST consists of a four-staff component in New York; and an eight-staff component in Addis Ababa, which covers the priority areas of AU-UN cooperation in peacekeeping that have been identified by the AU. The AUPST became operational at the end of January 2007. The Department of Peacekeeping Operations approach to United Nations assistance to African Peacekeeping is set in the context of the Ten Year Capacity Building Plan and based on African Union defined goals and objectives. It focuses on support to the development of the African Standby Force; assistance to the institutional capacity of the African Union to plan, manage and support peacekeeping missions; and support to the African Union in developing its police and civilian capacities for future multidimensional peace operations on the continent.

56. To ensure the success and effectiveness of that support, the Department of Peacekeeping Operations and the African Union have identified specific areas in which the United Nations can respond to the capacity-building requirements for operationalizing the African Standby Force. The capacity of the African Union to absorb such assistance and current gaps in its institutional capacity to plan, manage and sustain complex peacekeeping operations are also being addressed. A joint African Union-United Nations plan of action has been developed with the focus on short-term issues to be addressed during 2007, as well as on medium- and long-term issues leading up to the planned date for the African Standby Force to become operational in 2010. The short-term focus is on developing the work that has been completed and establishing the essential foundations on which to build the African Standby Force, while the medium- and long-term plan focuses on consolidating progress and further development to assist in it, becoming operational. The joint action plan will be reviewed regularly to ensure that it remains effective and responsive to the needs of the African Union longer, and has been supplemented by a more detailed workplan.

57. Priority areas that have been identified include: training for operational planning, force preparation and deployment planning; civilian training, specifically in the context of integrated planning; standardization of operational procedures; logistics management, including budgets and contracts, mission drawdown procedures, as well as advice on strategic deployment stocks; command, control, communications and information systems. The Department of Peacekeeping Operations African Union Peace Support Team will participate in the follow-up work to the series of workshops held in 2006, including the postponed financial workshop and the Logistics Base review. In addition, it is coordinating key training events, including the first Senior Mission Leadership course held exclusively for the

African Union, participating in relevant seminars and workshops to promote its work and developing its relationship with other partners. In this respect, the Department recognizes the significant role played by other partners in supporting African peacekeeping enhancement, and the need for strong partnerships to achieve maximum effect and minimize potential duplication of effort. The United Nations sees the African Union at the heart of this coordination effort, and stands ready to support it as and when it requests, in facilitating coordination in peacekeeping support efforts in Africa. Notwithstanding the focus of the Department on longer-term capacity-building it cannot ignore shorter-term operational requirements that arise before the African Standby Force is operational; to that end, the Department of Peacekeeping Operations African Union Peace Support Team has been able to provide an initial response to support African Union planning for Somalia pending any other arrangements being put in place.

Standing police capacity and support to police operations

58. By paragraph 92 of the World Summit Outcome (see General Assembly resolution 60/1), the General Assembly endorsed the creation of an initial operating capability for a standing police capacity to provide coherent, effective and responsive start-up capability for the policing component of United Nations peacekeeping missions and to assist existing missions through the provision of advice and expertise. A working group was established in response to a request by the Special Committee on Peacekeeping Operations that the Secretariat develop the concept in conjunction with Member States. The efforts of the working group culminated in an informal concept paper, which puts forth the envisioned organizational and operational aspects of the standing police capacity concept and an initial operating capability of 27 personnel. Based on current and projected demands in the field, the Department of Peacekeeping Operations will seek the endorsement of the Special Committee on Peacekeeping Operations to expand the strength of the standing police capacity to a ceiling of between 50 and 100 staff. It is envisaged that such an expansion will take place in the first half of 2008 and additional resources to augment the standing police capacity will be sought in the context of the support account following a comprehensive review of its first year of operation as recommended by the Special Committee on Peacekeeping Operations.

59. With the growth in deployment of formed police units, existing ad hoc arrangements in the Police Division are no longer suitable to support augmentation of police capacity in peacekeeping operations at Headquarters. In April 2000, UNMIK was the only mission where formed police units were deployed. Today, more than 34 formed police units comprising more than 3,700 United Nations police officers are deployed in 6 peacekeeping operations (UNMIK, UNMIT, UNOCI, MONUC, UNMIL and MINUSTAH). An additional 20 formed police units are likely to be deployed in the coming 6 to 12 months (including a potential 3 for the proposed second phase of United Nations support to the African Union Mission in the Sudan and a further potential 13 formed police units for the proposed hybrid mission for Darfur). This pattern of growth is not likely to subside in the foreseeable future and it is possible to envisage the deployment of more than 100 formed police units in peace operations in the next 2 to 4 years. The Department of Peacekeeping Operations plans to create a Formed Police Unit Support Component to manage strategic and operational support for the deployment of formed police units

worldwide. Related resource requirements for this initiative will be included in the 2007/08 support account budget.

60. In addition, as the size and complexity of United Nations police operations continues to grow, the policy development and planning capacity in the Police Division may also need further augmentation to effectively meet the demands placed upon it. As the United Nations police are increasingly tasked to realize complex reform, restructuring and rebuilding mandates within integrated rule of law frameworks, they must also enhance their ability to integrate with other rule of law actors and plan for the implementation of new working methods and new processes and procedures. This will become even more critical in the immediate future as the Police Division has been designated as the global lead entity within the United Nations system for support for police and law enforcement (pursuant to para. 43 of the report of the Secretary-General on the rule of law (A/61/636-S/2006/980)). As a result, requests by other Departments as well as agencies, funds and programmes for assistance on police and law enforcement issues in countries without peacekeeping operations will likely increase in the immediate future. Additional resources to strengthen the capacity for this initiative will be included in the 2007/08 support account budget.

Rule of law

61. With respect to the rule of law, the Department of Peacekeeping Operations and the Office of the High Commissioner for Human Rights, in coordination with the United Nations Development Programme (UNDP), the United Nations Office on Drugs and Crime (UNODC) and the World Bank, are in the process of developing the first United Nations Rule of Law Index. The project is aimed at developing a measurement instrument to enable the empirical and objective assessment of a cross-section of factors important for the rule of law, with particular focus on law enforcement agencies, the legal and judicial system and correctional services. Once the guide is completed by the end of 2007 there will be a need to produce the Index for a number of missions, including MINUSTAH, UNMIS, MONUC, UNOCI, UNMIL, UNIOSIL, UNMIK, UNMIT and UNAMA. Resources for the implementation of the project in the field will be included in the budget proposals for the respective missions for the 2008/09 period.

Integrated Training Service

62. The Integrated Training Service was established on 1 November 2005 in response to requests from the legislative bodies for improved transparency and coordination in all aspects of training provided by the Department. The Service was created by the amalgamation of the Training and Evaluation Service of the Military Division and the Civilian Training Section of the Personnel Management and Support Service and has responsibility for all the Department of Peacekeeping Operations training activities.

63. The Department of Peacekeeping Operations Training Strategy was approved in March 2006, identifying and prioritizing departmental and mission training goals with a view to delivering operational and administrative results. As a multidisciplinary and integrated Headquarters unit, the Integrated Training Service is now developing doctrine and guidance to support an integrated approach to

training. It will also underpin doctrine development for integrated training in the field.

64. Transparency and accountability have also been improved. A Departmental Training Monitoring Committee has been established and met for the first time in August 2006 to review and prioritize the 2006/07 training outputs and prioritize resources to best support evolving departmental needs. The Training Monitoring Committee reviews the Department's training budget submissions and meets quarterly to address strategic training issues. The Department will present proposals in the support account 2007/08 budget, representing an integrated departmental training budget incorporating civilian, military and police training requirements.

65. The Integrated Training Service priorities for the next budget period will reflect departmental priorities and needs. Many of the policy changes and needs described in the present report have training implications. The Service will be working in each area with the respective substantive office to develop standardized training materials and training guidance and to build capacity of peacekeepers in all categories: civilian, military and police. For example, in 2007/08 the Service will meet the training needs of the standing police capacity and support the increasing demand for predeployment training for Formed Police Units. It will assist the development and implementation of training for the Integrated Mission Planning Process and other cross-cutting issues, such as standardized business processes and building integrated teams. The Integrated Training Service will also continue to deliver specific courses that provide a high return on investment, such as the Senior Mission Leaders and Senior Leadership Induction Courses as well as the Core Skills Induction Programme.

66. All the Service's activities will be undertaken in a highly collaborative manner involving Member States, experts in the field, peacekeeping mission personnel and other peacekeeping partners. The Integrated Training Service multiplies its training delivery opportunities by assisting Member States and other partners in the conduct of peacekeeping-related courses using the library of standardized training modules developed by the Service. A number of those initiatives are described further in the present report.

Senior Mission Administrative Resource Training

67. To support the Office of Mission Support efforts to build a cadre of professional administrative managers for the field, the Integrated Training Service is undertaking the Senior Mission Administrative Resource Training (SMART) programme. The goal of the programme is to train and qualify the Department of Peacekeeping Operations senior mission support staff to a pre-subscribed level of competence in administrative support functions and to pre-qualify staff for higher-level appointments in the functions of Integrated Support Services, Administrative Services and Administration prior to seeking clearance by the Department of Management. That focus is in keeping with the continuing strong emphasis on accountability in the exercise of fiduciary responsibilities and resource management, and the Secretary-General's commitment that "Career development should be fostered through targeted training, mandatory requirements for advancement and diverse career paths" (A/60/692). The SMART programme will foster leadership skills and nurture career development through a systematic progression of training modules that will include mandatory requirements for advancement to successive

levels. Embedded within the programme will be clear linkages to the Organization's core values and competencies to assist in promoting ethics and accountability. The development and delivery of the programme will be undertaken by consultants.

Training development

68. In 2007/08, the Integrated Training Service will continue its mandated task of developing standardized training material and training guidance for peacekeeping. They are used extremely effectively by Member States, regional and national peacekeeping training centres and partner training institutions to develop courses on peacekeeping and provide a standard for the level of knowledge and skills necessary for deployment in peacekeeping operations.

69. In addition to the SMART programme, training development priorities for 2007/08 include United Nations police training modules on Formed Police Units and on the reform of national law enforcement institutions, including community policing, vetting and selections. Training modules for substantive Department of Peacekeeping Operations civilian staff working in civil affairs and political affairs will also be developed. The modules for the Senior Mission Leaders courses will be revised and updated as will the standardized training modules for specialist officers. New modules in the series will be added. A training module on the Integrated Mission Planning Process will be produced as well as a training module on logistics for Member States personnel responsible for negotiations, and preparations needed to enable contingents to deploy will also be undertaken and disseminated in 2007/08.

Training Delivery Cell — United Nations Logistics Base

70. The Training Delivery Cell, an integral part of the Integrated Training Service is expected to be fully operational by 30 June 2007. The Section will comprise four civilian Professionals, two seconded military and two seconded police officers, and two General Service staff. Utilizing the training facilities established in Brindisi, the team will focus on the delivery of courses at UNLB, plus support to field missions, including the capacity to mount short-term deployments during mission start-ups. Training support to enhance African peacekeeping capacities will also be provided by the team.

Predeployment training

71. A regular schedule of predeployment core skills training is in place to prepare new civilian staff for their roles in multidimensional peace operations. The training has a strong focus on safety, security and conduct. It has been extended to include United Nations Volunteers (on a space-available basis) who also serve in field missions. A new Mission Readiness Pack consisting of interactive CDs and comprehensive guidance for newly selected civilian staff is ready for distribution to new staff as they are appointed and prior to deployment. While seven predeployment courses are planned for 2006/07, the Integrated Training Service plans to increase the number of courses to be held in 2007/08. The courses are conducted by the UNLB-based Training Delivery Section of the Integrated Training Service, in Brindisi.

Senior Leadership Selection and Training programmes

72. The Department will continue its focus on the provision of management and leadership training for potential and recently recruited senior staff. The Integrated Training Service conducts two courses to support mission leaders: the senior mission leadership courses and the senior leadership induction programme. The senior mission leadership course, designed to prepare Member State potential nominees and United Nations staff for senior leadership positions in peace operations, is held prior to staff selection and is based upon 18 standardized training modules conducted over a two-week period. The modules are also available for use by Member States. The senior mission leadership programme has grown from two courses conducted in 2005 to three courses per annum scheduled for 2007/08.

73. Following selection for a mission assignment and within the first six months of service, senior leaders are required to undertake mandatory induction training as a condition of their service. The senior leadership induction programme familiarizes senior staff with the functioning of the Department and peace operations and provides participants with a detailed overview of their responsibilities within the United Nations. Three courses have been conducted since June 2005 and two courses are planned for 2007/08.

74. In addition to the structured training for senior mission leaders, the Department provides mission-specific briefings for senior personnel prior to their deployment to field missions. There is now a continuum in the selection, preparation, training and provision of support to senior mission leaders in the field. The Department will introduce a training module on crisis management, to be delivered with partners in peace operations, for senior mission leadership training.

Support to Member States

75. Support to Member States through the training recognition programme will continue in 2007/08. During the year 2005/06, 10 peacekeeping training courses were conducted in 10 Member States with a total of 326 participants and a further 17 training visits to 12 Peacekeeping Training Centres throughout the globe. The Department of Peacekeeping Operations participated in 19 international peacekeeping conferences/seminars in 14 Member States as well as 5 regional peacekeeping exercises designed to enhance the rapid deployment capability of troop-contributing countries. Four specific peacekeeping training courses/seminars for police-contributing countries were also conducted with a total of 104 participants. A total of 90 participants were sponsored from 28 emerging troop- and police-contributing countries, attending 24 peacekeeping training courses conducted by 11 National Peacekeeping Training Centres. Similar activities are planned for 2007/08, with an increasing focus on emerging troop- and police-contributing countries through the use of partnership arrangements with national and regional Peacekeeping Training Centres.

76. Training-material support to Member States, field missions and other partners will also continue through the dissemination of training publications and e-learning materials. In 2006, the first 17 Standardized Generic Training Modules were revised and printed in a binder format and on CD-ROM and are being readied for distribution. Two English and two French Language Proficiency Examinations have also been developed and distributed to missions and Member States. In 2007/08, the Integrated Training Service will diversify its dissemination strategy and distribute

its material through various channels: publications, the web and digitally. The Service is currently revamping its website, which, once launched, will support the distribution of all training materials and guidance of the Integrated Training Service and will run its e-learning modules. All materials and publications will be reviewed periodically for currency and relevance so that only the most current training guidance and materials are disseminated.

Regional cooperation

77. The Integrated Training Service cooperates with regional organizations in a variety of ways, including the development of common training standards and guidelines, support for regional peacekeeping training exercises and events, and mutual participation in training events of common interest. The African Union has been a major partner for the Integrated Training Service in the past two years. Emphasis has been placed on building the capacity of the African Union's proposed peacekeeping standby force through direct training of staff officers and observers as well as the training-of-trainers on a range of issues. The Service is now working with several civilian institutions in Africa to develop training on common issues for civilians, who could be part of a standby civilian capacity. The Service is also planning to deliver another senior mission leaders course in Africa in 2007/08.

78. As a member of regional and international peacekeeping training associations and groups, the Integrated Training Service works with regional organizations in the identification of common training standards and the development of training material on peacekeeping topics. The Service works with the European Union, the African Union, the North Atlantic Treaty Organization, the Economic Community of West African States, and other regional and subregional organizations developing training material that can be used by both the Department of Peacekeeping Operations and the regional organization for the training of peacekeepers. Subjects that have been covered include mediation and negotiation, civil-military coordination, child protection, civilian crisis response, rule of law, corrections and prison support and police issues, among others.

79. In 2005/06, the Integrated Training Service supported regional command post exercises and field exercises sponsored by Member States and regional organizations (Peacekeeping Operation South and North covering the South and Central American continent, Conference of the American Armies; Cobra Gold, Asia/South Pacific). In addition, the Service has contributed to the development of policies and procedures for regional organizations seeking improved interoperability in peace operations. One staff officer course was conducted for African Union participants. The Integrated Training Service routinely provides lecturers/facilitators for regional training events.

80. For 2007/08, the Service will continue to actively engage the African Union and regional organizations in Africa to further develop peacekeeping capacity-building through training for potential civilian leaders by conducting senior mission leadership courses for the African Union and ECOWAS and staff officers courses in partnership with Peacekeeping Training Centres.

Information and communications technology

81. The Department of Peacekeeping Operations is currently working on several major information and communications technology (ICT) initiatives that will

improve on existing ICT services to Headquarters and the field as well as support projected growth in the demand for automation and telecommunications. The Department has taken a strategic, long-term view in developing these initiatives that are geared towards introducing a robust platform in response to increased reliance and demands on ICT infrastructure and services.

82. In his report entitled "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692) the Secretary-General recommended that the Secretariat explore all options for alternative service delivery, including identifying the potential for relocation and outsourcing. The Department of Peacekeeping Operations, after careful analysis of information technology resource utilization in field missions, is planning to transition to a model that is based on the two concepts; a light footprint and operational agility. The Department is formulating a strategic approach based on the creative utilization of technologies to reduce the magnitude of information technology operational infrastructure within missions, thus reducing the "footprint" and allowing the infrastructure to be moved dynamically anywhere within the mission, significantly reducing service delivery times.

83. By adopting that strategy, the Department of Peacekeeping Operations expects that infrastructure and equipment requirements will be reduced and support activities can increasingly be transferred to the network hub located at the United Nations Logistics Base at Brindisi as well as potential future sites. A reduction in deployed infrastructure and equipment will also mitigate the need to expose mission critical data and services to high-risk environments, enhance resilience and strengthen disaster recovery capabilities. A project to assess the current state of information technology infrastructure has been initiated and the assessment will form the basis for decisions on how best to transition to a more agile and less resource-intensive operational model.

84. The convergence and streamlining of field mission ICT functions in one central location is a critical element in the Department of Peacekeeping Operations effort to improve the delivery of ICT in support of mission core mandates. That convergence of ICT capabilities supports the centralization of other critical back-office functions. A key advantage of centralization is that it leads to economies of scale and facilitates greater cross-functional cooperation and collaboration.

85. The development of a centralized hub for telecommunications, centralized applications, a central data repository and a global help desk at UNLB meets an important and increasing requirement for efficient and cost-effective ICT services for United Nations peace operations. In the current operational environment, it would be impossible to start new United Nations peace operations without the ICT centralized support services offered through UNLB, such as the Internet, the provision of essential corporate information systems, long-distance telephone, e-mail, voice-over Internet protocol, webmail, application support and a global help desk.

86. Although benefiting from economies of scale and gained efficiencies, limiting the Department of Peacekeeping Operations operations to a single site presents an enormous risk of compromising core functions of missions owing to a dependence on a single point for ICT operations. An outage in Brindisi would have a catastrophic impact on all the Department of Peacekeeping Operations global operations. The Department would lose a major portion of its voice communications, in particular inter-mission communications and international

telephone access. All missions would lose access to the Intranet and e-mail; and most missions would lose access to the Internet. Access to essential centralized information systems would not be available.

87. In order to mitigate those risks, the Department of Peacekeeping Operations will seek the approval of the General Assembly for the establishment of a secondary active telecommunications facility with full capabilities to ensure the continuity and integrity of the Department of Peacekeeping Operations core functions in the event of a catastrophic incident and to provide continuous voice, data and video services in cases of short-term disruptions. In selecting a suitable facility, the Department of Peacekeeping Operations developed selection and evaluation criteria and addressed key technical and geographical requirements, including limiting possible host countries to those located within the geographical convergence of the footprint of the satellites utilized by the Department of Peacekeeping Operations. Geographical separation and independence from the current logistic, power and communications infrastructure in Brindisi, is required to minimize the risk that a primary and a back-up site, and their respective labour pools, could both be impaired by a single wide-scale, regional disruption.

88. With the active participation of the Office of Internal Oversight Services in the preparatory stages, the Department established a multidisciplinary working group to conduct an assessment of each submission. Four Member States submitted proposals on a secondary active telecommunications facility, which were reviewed on the basis of a rigorous assessment process — an evaluation based on technical factors, a comprehensive financial analysis of each proposal, and other operational considerations such as accessibility to housing, education, health services, ground transportation and shipping. The details of the Department of Peacekeeping Operations proposal for the establishment of a secondary active telecommunications facility, including related financial implications, are provided in a separate report to be submitted to the legislative bodies for approval, in the second part of the resumed sixty-first session.

Support to military personnel in the field

89. Since the establishment of the Military Division in 2001, peacekeeping operations have grown dramatically both in number and complexity. From mid-2001 to present day, there has been a 95 per cent growth in the number of military personnel deployed. The increase in personnel and missions supported creates greater demands on the Military Division, emphasizing the need to strengthen its capability in three areas: planning, deploying and managing current operations. At the same time the Division must evaluate military performance in the field, prepare guidance and policy, and maintain a constant dialogue with all current troop-contributing countries as well as engage potential troop-contributing countries to join the ranks of peacekeeping.

90. Given the number and complexity of operations that the Department of Peacekeeping Operations currently supports, the Military Division is strained in its ability to monitor and provide in-depth analysis of current events, military situations and anticipated events in the mission areas. In addition, while the Military Division conducts periodic reviews and assessments of mission performance, follow-up on the implementation of recommendations requires full-time resources. Moreover, the lessons learned from those evaluations need to be disseminated systematically

throughout all missions and incorporated into guidelines and policy guidance. With regard to guidelines and policy, the Department of Peacekeeping Operations recognizes the need to have dedicated staff who can devote the necessary time to research evolving issues in the areas of policy, strategic planning and information analysis. In order to meet that vital need, the Department will address the issue of financial resources for the Military Division in the context of the support account budget submission for 2007/08.

91. On the issue of rapid deployment of military resources to the field, especially in terms of crisis response, pursuant to recommendations adopted during the World Summit in 2005 calling for the need for a capability to reinforce peacekeeping operations in crises, the Special Committee on Peacekeeping Operations developed a concept of enhanced rapidly deployable capacities in partnership with the Department of Peacekeeping Operations. The purpose of such capacities is to provide options for reinforcing United Nations-led missions so as to avoid potential crises and, if necessary, deal with a crisis after all options available internally to a peacekeeping mission have been exhausted.

92. Three options are currently being considered: the use of regional capabilities from regional entities (regional organizations); the use of United Nations troops deployed in neighbouring United Nations peacekeeping operations (inter-mission cooperation); and the pre-negotiated, detailed arrangements with one or more troop-contributing countries for the deployment of additional forces to a specific mission. The implementation of the latter option will have cost implications for Member States. A possible solution could be to offer a higher rate of reimbursement to troop-contributing countries for their enhanced rapidly deployable capacities commitment, if deployed. This issue will be examined further and likely be put forward for discussion during the triennial workshop on contingent-owned equipment, scheduled to be held in early 2008.

93. In a continuing effort to achieve more rapid contingent deployment, the Department of Peacekeeping Operations is also currently revising the United Nations Standby Arrangements System. The Department initiated a dialogue with participating troop-contributing countries to reconfirm their commitment to United Nations standby arrangements system, and develop proposals to increase the number of units currently at the rapid deployment level. Those proposals include financial incentives for troop-contributing countries to commit to the rapid deployment level, and a proposal to provide the financial wherewithal for strategic lift on short notice. That review is ongoing and will continue through the next fiscal period.

Staff officers

94. In its general report on the financing of United Nations peacekeeping operations, the Advisory Committee on Administrative and Budgetary Questions (A/59/736, paragraph 50) requested information on the findings of the working group formed by the Department of Peacekeeping Operations to conduct a review of the payment of mission subsistence allowance to staff officers in lieu of accommodation. A Departmental working group has re-evaluated the support arrangements for staff officers who cannot be supported by their national contingents, while retaining the necessary operational flexibility for their deployment. The working group recommended that staff officers should continue to have the status of contingent personnel. However, support arrangements should be

revised to provide for payment of mission subsistence allowance to staff officers in the mission area in lieu of reimbursement to the troop-contributing countries at the standard rates of reimbursement for troop costs. In addition, since staff officers deploy to and repatriate from the mission area on an individual basis, the unaccompanied shipment entitlement for staff officers should be in line with the entitlement provided to military observers, civilian police and civilian staff who are also deployed on an individual basis. The results of the working group's evaluation of the status of staff officers is provided in detail in paragraphs 109 to 114 of the overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2004 to 30 June 2005 and budget for the period from 1 July 2006 to 30 June 2007 (A/60/696). The approval of this initiative is required from the General Assembly.

C. Proposed management initiatives in field missions

Inter-mission cooperation

95. In his report on inter-mission cooperation and possible cross-border operations between UNAMSIL, UNMIL and UNOCI (S/2005/135), the Secretary-General made a number of recommendations, which are currently being implemented by the Department. The three missions now undertake regular joint border patrols in order to monitor and deter cross-border movements of arms and combatants. UNMIL and UNOCI conducted concurrent patrols along the Liberian-Ivorian borders in June 2006 in "Operation Mayo". Similar patrols were undertaken in August with the Sierra Leonean forces in "Operation Loko".

96. During the last quarter of 2006, inter-mission cooperation on cross-border issues was also strengthened between UNMIS, UNMEE and the United Nations Office in Nairobi. The senior management in those missions and the Office hold regular meetings to ensure systematic information exchange and political intervention to address arms control and other cross-border issues.

97. In its resolution 1609 (2005) of 24 June 2005, the Security Council authorized the Secretary-General to temporarily redeploy military and civilian police personnel between UNMIL and UNOCI to deal with challenges which cannot be addressed within the authorized personnel ceiling of either mission. In February 2006, in the light of a seriously deteriorating security situation in Côte d'Ivoire, the Secretary-General requested authorization from the Security Council to redeploy one mechanized infantry battalion and one formed police unit from UNMIL to UNOCI, for an initial period of three months, in order to provide extra security coverage. By its resolution 1657 (2006) of 6 February 2006, the Security Council authorized the redeployment of one mechanized company to UNOCI until 31 March 2006. The arrival of the infantry company, achieved by 16 February, had an important stabilizing impact in Abidjan. The infantry company returned to UNMIL in April 2006. The possibility of further transfers of troops from UNMIL to UNOCI will be studied as UNMIL starts its drawdown. The resolutions renewing the UNMIL mandate contain a clause reaffirming the intention of the Council to authorize the Secretary-General to redeploy troops between UNMIL and UNOCI on a temporary basis in accordance with the provisions of resolution 1609 (2005), as may be needed.

98. In addition, the Government of Ukraine has agreed to the use of its military helicopters deployed to UNMIL, to support the Special Court of Sierra Leone. At the same time, UNIOSIL continues to provide the administrative support to the UNMIL Mongolian contingent providing security to the Special Court and will also facilitate future exercises of the UNMIL quick reaction force in Sierra Leone.

99. The three West African missions continue to exchange information on cross-border issues at the regular meetings of the respective Heads of Mission and also at the working level, involving the United Nations Joint Military Analysis Centres. Within the framework of the regular consultative meetings of the United Nations country teams of the countries of the Mano River Union and Côte d'Ivoire, joint actions in key areas are being pursued, including youth employment, HIV/AIDS, cross-border management and support for the Mano River Union secretariat. To support such initiatives, the United Nations country teams of the Mano River Union countries intend to set up a common basket fund to assist the operations of and strengthen the Mano Rover Union secretariat. In addition to specific exchanges of experiences between the United Nations Joint Military Analysis Centres and on disarmament, demobilization and reintegration and gender issues, UNMIL and UNOCI have also agreed to develop a common contingency plan should the situation in the subregion deteriorate.

100. With regard to the Great Lakes region, ONUB and MONUC have further strengthened their cooperation in recent months, including with regard to the elections in the Democratic Republic of the Congo, security, public information and inter-mission logistics support. In that respect, ONUB provided support through the temporary redeployment of a battalion, a military hospital, and military observers to provide needed surge capacity during the election period in the Democratic Republic of the Congo, in addition to working to ensure that some 20,000 Congolese refugees were able to cross the border from Burundi to vote in the first round of elections in July 2006. Meanwhile, MONUC has facilitated the monitoring and repatriation of alleged Burundian former combatants to Burundi from the Democratic Republic of the Congo, particularly in the Ruzizi border area, including through the use of mobile operational bases.

101. In addition, MONUC and ONUB continue to conduct exchanges of visits and of information on border security issues including the illicit cross-border movement of personnel and arms, as well as establishing communication channels between the Burundi National Defence Forces and the Armed Forces of the Democratic Republic of the Congo. The ONUB Radio and Television Unit has strengthened cooperation with MONUC Radio Okapi to improve reporting on the region. Finally, pursuant to previous recommendations of the General Assembly, the establishment of the logistics hub in Entebbe, Uganda, has allowed for enhanced coordination and greater efficiency regarding logistical support and movements for MONUC, ONUB and UNMIS. For examples of regional cooperation on logistics and support activities, see paragraph 24 above.

102. In view of the planning for the possible peacekeeping mission in Chad, it may be necessary to consider possible inter-mission cooperation arrangements between UNMIS and MONUC.

Best practices

103. In the past year, the Department has made significant strides in strengthening policy/doctrine development and systematic lesson/practice collection. Tools to capture lessons and practices were rolled out to field missions and a new system to analyse the lessons and best practice experiences was introduced by the Peacekeeping Best Practices Section. The new system allows the Department to apply the lessons/practices from the field to improve and develop guidance material, and functions as a mechanism for institutional learning. In addition, a new Intranet and "communities of practice", knowledge networks allowing for real-time, peer-to-peer information sharing, were developed to improve communications between peacekeepers in different missions.

104. Best practices officers play a critical role in these new mechanisms for institutional learning by: (a) capturing lessons learned and good practices within the mission for the future use and benefit of the mission, other missions and the Department as a whole; (b) encouraging mission staff to capture lessons and good practices through the usage of templates and guidelines for best practices reporting; (c) ensuring the application of previously identified lessons and good practices in the execution of mandated tasks, in mission planning and in policy development; (d) addressing the mission's specific knowledge needs; (e) establishing, encouraging and facilitating horizontal links among staff working in similar functional areas but in different field offices or missions ("communities of practice"); and (f) actively participating in the best practices officer network to share lessons and good practices.

105. Currently four peacekeeping missions and three special political missions have dedicated best practices officer posts (1 P-4 post in UNMIS, 1 P-3 post in MONUC, 1 P-3 post in UNMIT and 1 P-4 post in UNOCI as well as 1 P-4 post in UNAMA, 1 P-4 post in BINUB and 1 P-4 post in UNIOSIL). There was 1 dedicated best practices officer post at the P-4 level in ONUB until 31 December 2006. Upon completion of substantive activities in ONUB, as at 1 January 2007, the incumbent was transferred to the office of the Chief Administrative Officer. The presence of these officers has resulted in the increased identification of lessons learned and best practices from the respective field missions. In addition, there are best practices focal points, which carry out the functions on a part-time basis, in 10 other missions. Despite best efforts to cover these functions, the Department of Peacekeeping Operations has determined that best practices capacity in peacekeeping operations requires dedicated resources in the field. Accordingly, the Department proposes to seek resources for best practices officer positions in most peace operations through provision in individual mission budgets, commencing in 2007/08.

Conduct and discipline

106. Significant progress has been made in the past year in implementing the General Assembly comprehensive package of reforms on conduct and discipline. The Department of Peacekeeping Operations has established Conduct and Discipline Teams in 10 of its peace operations: ONUB, MONUC, MINUSTAH, UNOCI, UNMIL, UNIOSIL, UNMIS, UNAMA, UNMOGIP, and UNMIK. The Department is in the process of staffing conduct and discipline positions in UNMIT and UNOMIG, for which resources are projected to be in place by the first quarter of

2007. The Department also proposed to establish the regional Conduct and Discipline Team in UNIFIL, which will cover other missions in the area, including UNFICYP, UNTSO, UNSCO and UNDOF.

107. Mission Conduct and Discipline Teams systematically track, monitor, report and follow up on allegations of misconduct, closely coordinating their work with relevant investigative bodies. Between 1 January 2004 and 31 October 2006, United Nations investigations into allegations of sexual exploitation and abuse involved over 316 peacekeeping personnel in all missions, resulting in the summary dismissal of 18 civilians, repatriation of 17 members of formed police units and 144 repatriations/rotations home on disciplinary grounds of military personnel.

108. During the next budget cycle, the Department of Peacekeeping Operations will seek to expand the coverage of Conduct and Discipline Teams to all missions. To ensure a dedicated capacity to implement the Department's comprehensive strategy to address sexual exploitation and abuse, the Department will seek General Assembly approval to authorize the conversion of these temporary structures into permanent capacities in peacekeeping. The Department of Peacekeeping Operations comprehensive strategy to address sexual exploitation and abuse is a three-pronged strategy, comprised of measures aimed at prevention of misconduct; enforcement of United Nations standards of conduct; and remedial action.

Preventive measures

109. The focus of the efforts of the Department over the past two years has been on preventing sexual exploitation and abuse by raising awareness and training personnel on the standards of conduct expected of them, highlighting the particular responsibilities of manager and commanders, as well as improving welfare and recreation provision in high-stress environments.

110. Generic training on prevention of sexual exploitation and abuse had become mandatory for all peacekeeping personnel as of mid-2005. A wide range of training materials have been developed by the Department of Peacekeeping Operations, in consultation with the wider United Nations system, during the reporting period. These include a web-based, e-learning training module for civilians, the Department of Peacekeeping Operations Code of Conduct video available in 12 languages of troop- and police-contributing countries, and pilot versions of training materials for mid- and senior-level managers and commanders. These initiatives are complemented at the mission-level with a wide range of awareness-raising measures, including poster campaigns, induction briefings, Intranet websites, newsletters, radio broadcasts and mission-specific codes of conduct.

111. Preventive measures for the 2007/08 period will include the development of training materials on prevention of sexual exploitation and abuse, targeting mid- and senior-level managers and commanders, and the launch of an "anti-prostitution" campaign in the field.

112. As part of its engagement with external partners to address sexual exploitation and abuse, the Department of Peacekeeping Operations, UNDP, UNICEF and OCHA worked jointly to co-host a High-level Conference on Eliminating Sexual Exploitation and Abuse by United Nations and Non-Governmental Organization Personnel, held on 4 December 2006 in New York. The Conference was an opportunity to reaffirm commitment to full implementation of the Secretary-

General's bulletin (ST/SGB/2003/13) as a matter of priority. The Conference also set the groundwork for the development of a United Nations-wide strategy in this area as requested by Member States in 2006.

113. In addition, the Special Committee on Peacekeeping Operations recommended "that the Secretary-General carry out a comprehensive review, including a cost-benefit analysis, of the welfare and recreation needs for all categories of peacekeeping personnel, to include, inter alia, a review of the rules on rest and recreation, including classification of duty stations as family or non-family for United Nations civilian staff; the need for welfare officers and stress counsellors, bearing in mind existing capabilities already deployed; development of minimum standards of welfare and recreation facilities for all categories of personnel; and a review of the effectiveness of the system of welfare payments" (A/59/19/Rev.1, part two, para. 20). Until a comprehensive strategy on welfare and recreation has been approved by the General Assembly, the Committee recommended the Department of Peacekeeping Operations to take steps to improve living conditions and welfare and recreation facilities for all categories of personnel as soon as possible. In order to meet this mandate, the Department will issue guidance to missions on welfare and recreation in early 2007.

Enforcement measures

114. Allegations and cases of misconduct are being handled in a more professional and consistent manner now than a year ago, in part owing to the provision of guidelines in this area and the establishment of Conduct and Discipline Teams in all missions. Record-keeping and data-tracking and reporting on allegations and cases of misconduct have also improved, with the issuance of reporting templates and development of a web-based system in all missions to share and store misconduct allegations in a confidential manner. This web-based file-sharing system is a precursor to a global database on misconduct allegations and cases covering all missions, due to be launched in 2007.

115. Working in consultation with the Office of Legal Affairs and the Office of Internal Oversight Services, the Department of Peacekeeping Operations Headquarters Conduct and Discipline Team helped to draft the proposed revisions to the draft model memorandum of understanding for contingent members to include a wide range of conduct issues (A/61/494). Those proposals were considered by Member States in December 2006 and are expected to be considered further during the resumed session of the General Assembly in spring of 2007.

116. In addition, the Headquarters Conduct and Discipline Team assisted in the development of the draft United Nations policy statement and comprehensive strategy on assistance and support to victims of sexual exploitation and abuse by United Nations staff or related personnel (see A/60/877) to be considered by the General Assembly at its resumed sixty-first session.

Remedial action

117. Pending Member State discussions in December 2006 on the draft United Nations policy statement and comprehensive strategy on assistance and support to victims of sexual exploitation and abuse by United Nations staff or related personnel, missions have been authorized to refer complainants to basic emergency assistance.

118. In 2006, the Department of Peacekeeping Operations issued guidance to public information experts on sexual exploitation and abuse aimed at improving the flow of information to communities on issues such as the outcome of investigations and victim assistance. In addition, guidance has also been developed and issued to missions to support their effective and timely handling of misconduct allegations and cases.

119. At the request of the Secretary-General, two groups of legal experts were convened by the Department of Peacekeeping Operations Headquarters Conduct and Discipline Team in September 2005 and September 2006, respectively, to advise on a range of issues, including the identification of measures to strengthen the criminal accountability of United Nations staff and experts on mission serving in United Nations peacekeeping operations (A/60/980 and A/61/494).

120. With established Conduct and Discipline Teams now in place in the field, mission personnel are becoming more cognizant and sensitized to the standards of conduct expected of them, and allegations and cases of misconduct are being handled in a more professional and consistent manner, thereby preventing impunity and ensuring accountability by persons implicated in misconduct.

121. Conduct and Discipline Teams are funded from general temporary assistance. In an environment where approximately a third of civilians in missions are new at any one time and contingent members change every six months, there is a constant need for vigilance and training on standards of conduct. In 2007/08, the Department of Peacekeeping Operations approach to sexual exploitation and abuse will focus on: (a) a continued emphasis on the role of mission managers and commanders; (b) strengthening the Department's capacity to prevent and respond effectively to misconduct at the mission level; and (c) engagement with external partners.

122. Given the achievements of the Department as outlined above, and the need for continued vigilance in the prevention of misconduct and the enforcement of United Nations standards of conduct, the Department of Peacekeeping Operations requires the establishment of a permanent dedicated capacity at Headquarters and in the field, to build on the considerable achievements of the past year and ensure that robust systems remain in place to address misconduct in peace operations. Requests for financial resources for Conduct and Discipline Teams in the field are addressed in the context of individual mission budget submissions for 2007/08.

Review of the management structure of peacekeeping operations

123. The effort to establish norms for organizational structures and achieve optimal staffing levels and mixes of categories of staff is being addressed in the context of the response to General Assembly decision 59/507 of 29 October 2005 and General Assembly resolution 59/296 of 22 June 2005. Through its decision 59/507, the General Assembly requested the Secretary-General to submit at the second part of its resumed fifty-ninth session a report on the review of the management structure of all peacekeeping operations, inter alia, through administrative comparisons, as appropriate, taking into account the complexities, mandates and specificities of each operation and the necessity of carrying out each operation effectively and efficiently. In his note of 26 April 2005 (A/59/794), the Secretary-General reported that, owing to the ongoing surge in planning and deploying new peacekeeping operations, the Secretariat had limited resources available to undertake the review within the time allotted. In section IV of its resolution 59/296 of 22 June 2005, the

General Assembly recalled its decision 59/507, noted that some operations had undertaken the revision required and requested the Secretary-General to ensure that the remaining complex operations conduct the requested review and streamline their structures and report thereon in the context of the relevant budget submission.

124. The management structure and levels of posts in all peacekeeping missions were reviewed in the context of the preparation of the 2007/08 budget submissions of individual missions. Work on the management structure of peacekeeping operations is currently under way as part of a broader initiative of the Department of Peacekeeping Operations to better position itself, at Headquarters and in the field, to meet future peacekeeping challenges. As reported in the note of the Secretary-General on the review of the management structure of all peacekeeping operations (A/60/856), this initiative comprises two parallel exercises to benchmark the functions performed and post requirements for multidimensional operations and to develop standard organizational models that would enable senior leadership to focus on achieving mandates, ensure manageable spans of control, clarify reporting lines and promote coordination and communication.

125. The aim of the benchmarking analysis is to develop planning models for sizing and structuring multidimensional missions. The analysis is not intended to provide a single structure for every mission. Rather it is intended to provide staffing benchmarks for multidimensional peacekeeping operations. The benchmarks may then serve as a baseline for estimating mission resource requirements. While each mission is unique, there are a number of constant resources that may be reasonably projected; a number of variable resources that may be estimated on a case-by-case basis (helped by historical data, current experience and managerial judgment); and, a number of proportional resources, which may be realistically estimated based on the numbers of constant and proportional resources. The analysis was conducted in two phases. The phase I "as is" model and the phase II "to be" model analysis, which provides a staff requirements estimating tool for mission planning.

Phase I: the "as is" model

126. Phase I, the "as is" model, illustrated the current state in six current multidimensional peacekeeping operations (MONUC, UNMIL, UNMIS, MINUSTAH, ONUB and UNOCI). The analysis focused on civilian staffing, including international staff, national staff and United Nations Volunteers.

127. The phase I analysis identified basic "building blocks" from which missions are constructed. In the "as is" model, the building blocks generally correspond to mission sections or units that group similar functions to deliver the mission's key outputs. While not all missions include all the building blocks, recent multidimensional missions suggest a trend towards incorporating most of the building blocks, as follows: Office of the Special Representative of the Secretary-General, Office of the Principal Deputy Special Representative of the Secretary-General, Office of the Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), legal affairs, communications and public information, conduct and discipline, security, Joint Mission Analysis Cell, HIV/AIDS, child protection, gender, force commander/military, disarmament, demobilization and reintegration, United Nations police, rule of law (judicial and corrections), political affairs, civil affairs, electoral, human rights, humanitarian, mine action and the administration component.

128. The analysis suggested three categories of building blocks to consider:

- *Constant staffing elements*, such as executive direction and management (to include the Office of the Special Representative of the Secretary-General and two Deputy Special Representatives of the Secretary-General) and some advisory/coordination elements that are needed regardless of mission size
- *Variable staffing elements* where staffing requirements are determined by the mission mandate and the complexity of the task and/or number of locations where the task must be performed
- *Proportional staffing elements*, such as in the administration component, where standard staffing ratios should be developed as a percentage of staffing in the constant and variable staffing elements.

Phase II: the "to be" model

129. The phase II model expands upon phase I analysis to identify a range of "to be" staffing levels for each of the building blocks. As such, it builds on the assumption that current staffing levels are both appropriate and sufficient to enable achievement of mission mandates. In the substantive area, the analysis identifies constant staffing elements and, where appropriate, variable factors that affect staffing for each building block of a multidimensional peacekeeping mission.

Substantive component

130. The substantive staffing identified in each building block represents the level of mission headquarters staffing required for full operational capability when the building block is not surged to meet a special need. For example, the elections building block is sized to plan and coordinate elections and does not reflect the large numbers of additional staff that are often needed to conduct the election.

131. Analysis reveals that, in most cases, the number of headquarters substantive staff required for the building blocks is fairly constant. Variable factors include mission-specific factors, such as the mandated functions, the security environment, and the need for language assistants. These variable factors apply to all building blocks.

132. The number of field offices also affects the mission substantive staffing requirement. The substantive building blocks required in field offices and the staffing needed within each field office building block vary according to the mandate- and mission-specific environment. The field office staffing identified in the "to be" model for substantive areas is based upon analysis of the range of staffing levels in field offices in the six missions studied and represents the staffing required for basic functional capacity in the field office.

133. The "to be" model includes a staffing table for each building block, a tabulation of variable factors, when appropriate, and comments explaining the impact of the driving factors in arriving at conclusions.

Administrative component building blocks

134. The "to be" model for the administrative component includes a staffing table for each administrative component building block for the mission headquarters and, where appropriate, for a field location. The staffing tables represent minimum

requirements. The "to be" model also provides a formula for predicting additional staffing requirements for increased numbers of staff supported. For the administrative component, the phase I analysis identified broad coefficients identifying administrative component staff as a percentage of total staffing. The phase II analysis seeks to refine those gross estimations by examining each administrative building block in greater depth to identify staffing trends among the missions studied. Workload drivers are identified to help quantify the required staffing for each administrative component building block. Since the role of the administrative component is to support other components in achieving the mission mandate, the workload drivers for administrative building blocks are defined as combinations of supported staff, to include troops, military observers, United Nations police and substantive civilian staff.

135. As with the substantive building blocks, some administrative component building blocks require a constant level of staffing. Some building blocks increase incrementally in proportion to increases in the number of supported staff. For most administrative components, building blocks regression analysis enables the examination of the relationships between support staff in the administrative building blocks and the staff they support. Regression analysis compares administrative component building blocks in the six missions studied with their respective workload drivers and provides a mathematical model for predicting the required administrative building block staffing within a range of ± 15 per cent. The regression analysis provides a coefficient or multiplier applied to supported staff and a constant staffing value that acts as a mathematical correction to the estimation.

136. Once the numbers of troops, military observers, United Nations police and substantive civilian staff have been identified, the model can be used to apply a mathematical relationship for each building block to estimate the required staffing level. As an illustration, the estimated administrative component staffing for a mission of 7,500 troops, 200 military observers, 800 United Nations police and 400 substantive civilian staff would equal 664 staff members. The phase II analysis builds on the phase I "as is" analysis to provide a model for predicting staffing requirements for new missions. The "to be" model provides planning guidelines. However, each mission must be considered in the light of its own unique variable factors, such as mandate, geography and the state of the host nation's infrastructure. The model is based on statistical analysis and the judgment and experience of the study team, along with informal interaction with subject-matter experts at the working level.

137. Missions vary in many ways, and the level of staffing in some support building blocks is affected by variable factors, such as the geographical size of the mission, operating conditions and host nation and contingent capacities for providing needed support services. Those variables must be taken into account in developing mission staffing tables.

Staffing strategy

138. Building on the planning guidelines offered by the phase II "to be" model, work is under way to develop a staffing strategy that will identify the appropriate and effective mix of staffing sources at the various stages in the lifecycle of a mission. The staffing strategy will reflect peacekeeping best practices and lessons

learned, in particular with the "light footprint" approach and the development of national capacities to build sustainable peace. In so doing, the strategy will reflect the existing considerations related to local labour markets and capacities in the start-up, sustainment, downsizing and liquidation phases of a mission, with the goal of relying on national capacities to the greatest extent feasible and, where not feasible, to identifying appropriate and effective means of building local capacities. The staffing strategy will also take into account policy guidance emanating from the General Assembly on the use of all categories of staff and United Nations Volunteers.

139. The staffing strategy will therefore address the concerns expressed by the Advisory Committee in its report (A/60/880, para. 14) that "a gradual replacement of international staff with national staff, wherever feasible and cost-effective, should be encouraged in peacekeeping missions and field missions in general, as it contributes to capacity-building and transfer of skills to the local population". Additionally, the Department had fully implemented by 31 August 2006 the mandate under General Assembly resolution 59/296, section VIII, paragraph 6 (22 June 2005) to establish an overall target of no more than 5 per cent of authorized General Service/Field Service posts across missions, with the exception of those missions in a start-up phase, and other exceptional circumstances, to be filled by staff on assignment from Headquarters. The impact of implementing the mandate is described in the report of the Secretary-General entitled "Investing in people" (see A/61/255, para. 156).

140. The Advisory Committee's related observation (A/60/880, para. 14) which "cautioned against the use of United Nations Volunteers as 'cheap labour' or for tasks that could be carried out effectively by national staff" has been taken into account when developing mission budgets and planning new or expanded missions. In so doing, the Department of Peacekeeping Operations ensures that the principle of volunteerism is fully respected and that United Nations Volunteers are employed to actively support the building of local capacities in the field. To that end, United Nations Volunteers are employed in both the substantive and support components of field missions, where they can usefully contribute to developing the skills and capacities of the local population and locally recruited staff. While the Department addresses that issue in the context of preparing individual mission budgets and in planning new and expanded missions, formal guidelines will be developed on the basis of the staffing strategy to facilitate and standardize the work of mission planners and management in establishing staffing requirements.

D. Proposed resources for the period from 1 July 2007 to 30 June 2008

141. The 2007/08 period covers requirements for 13 peacekeeping missions, UNLB and the support account, taking into account the closure/liquidation of ONUB in the 2006/07 period. Pending the submission of their respective 2007/08 budgets to the General Assembly, provisional estimates have been reflected for MINUSTAH, MONUC, UNIFIL, UNMIS, UNOCI, UNFICYP, UNMEE, UNMIT, UNMIL and the support account.

142. The total proposed resources for peacekeeping operations for the financial period from 1 July 2007 to 30 June 2008, inclusive of UNLB and the support

account, is currently estimated at $5.3 billion, compared with the total approved budget of $5.2 billion for the period from 1 July 2006 to 30 June 2007. That amount represents an increase of 1.9 per cent, which is attributable primarily to expansion of UNIFIL, establishment of UNMIT and expansion of activities in MINUSTAH following a change in its mandate, partially offset by closure/liquidation of ONUB as well as a decrease in requirements for UNMIS resulting from its transition from start-up to maintenance phase and the completion of its mandate in Eastern Sudan.

143. The General Assembly in resolution 59/296, section III, paragraphs 9 and 10, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in this regard and requested the Secretary-General to undertake the review of the functions of the posts as an ongoing exercise and to determine the level of posts according to changing operational requirements as well as the actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources.

144. As a result, the Secretary-General's budget proposals for the 2006/07 financial period introduced the concept of efficiency gains, and the approved peacekeeping budgets identified efficiency gains totalling some $17 million. The 2007/08 peacekeeping budget proposals incorporate the same concept according to which efficiency gains refer to situations in which fewer inputs, or the same inputs at a lower cost, are needed to produce the same output level as in the previous financial period (assuming no change in quality).*

145. As in the 2006/07 budget proposals, in 2007/08 efficiency gains are expected to be derived from streamlining of staffing structures and/or other improvements in the way the missions are supported. Efficiency gains are sought in both substantive components and in the support component that includes logistical, administrative and security support to the mission.

146. Further efforts have been made by the peacekeeping missions to identify efficiency gains in the context of 2007/08 budget reports. Overall, efficiency gains have been identified in all missions resulting in an increase in savings compared to the 2006/07 financial period. Detailed descriptions of the efficiency gains for 2007/08 are put forward in the budget proposals of each mission. Some examples are provided in table 6 below.

Table 6
Examples of efficiency gains included in 2007/08 budget reports
(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Component	*Savings*	*Class of expenditure*
MINURSO	0.2	International and national staff, facilities and infrastructure, ground transportation
MONUC	21.2	International and national staff, ground transportation, air operations

* Alternatively, efficiency gains can refer to situations in which more outputs than in the previous financial period are produced by using the same level of inputs. This definition is not, however, utilized in the peacekeeping budgets as it would not fully meet the expectations of Member States.

Component	*Savings*	*Class of expenditure*
UNOCI	1.6	Communications, information technology
UNDOF	0.4	Ground transportation
UNFICYP	0.2	International and national staff, communications
UNMIL	2.5	International and national staff, facilities and infrastructure, ground transportation
UNMIS	8.1	Air transportation, information technology
UNOMIG	0.4	International and national staff, ground transportation, air operations
UNLB	0.3	International and national staff, communications, facilities and infrastructure, other supplies, services and equipment
Total	**34.9**	

147. Like the 2005/06 performance reports, the results-based frameworks in the 2007/08 budgets build on lessons learned from the previous financial period. The frameworks also take into account the recommendations of the Advisory Committee contained in its report (A/60/880) and as endorsed by the General Assembly in its resolution 60/266. Particular improvements in the presentation of the results-based frameworks for 2007/08 are described below.

148. The proposed resources for all peacekeeping missions, UNLB and the support account for the 2007/08 period take into account a provision of 8 per cent of common staff costs for international staff in connection with the proposed funding of the liabilities for after-service health benefits.

149. Table 7 below provides the proposed requirements of the peacekeeping component for the period 2007/08.

Table 7
Proposed requirements for the period 2007/08
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Expenditure (2005/06)*	*Apportionment (2006/07)*	*Proposed budget (2007/08)*[a]	*Variance*	
				Amount	*Percentage*
MINURSO[b]	42 348.4	42 619.4	44 675.1	2 055.7	4.8
MINUSTAH[b]	479 637.5	489 207.1	537 343.7	48 136.6	9.8
MONUC[c]	1 055 040.3	1 091 242.8	1 114 413.1	23 170.3	2.1
ONUB[d]	238 951.6	128 536.7	—	(128 536.7)	(100.0)
UNAMSIL	86 137.3	—	—	—	—
UNDOF	40 116.9	39 865.2	39 923.1	57.9	0.1
UNFICYP[b]	43 826.3	44 831.4	46 848.0	2 016.6	4.5
UNIFIL[e]	91 264.2	350 866.6	699 545.3	348 678.7	99.4

Peacekeeping component	Expenditure (2005/06)	Apportionment (2006/07)	Proposed budget (2007/08)[a]	Variance	
				Amount	Percentage
UNMEE[a]	155 996.1	137 385.1	135 000.0	(2 385.1)	(1.7)
UNMIK	233 753.6	217 962.0	211 800.0	(6 162.0)	(2.8)
UNMIL[a]	707 104.9	714 613.3	693 768.6	(20 844.7)	(2.9)
UNMIS	801 124.4	1 079 534.4	849 575.2	(229 959.2)	(21.3)
UNMISET	1 619.6	—		—	—
UNMIT[a]	—	170 221.1	182 198.5	11 977.4	7.0
UNOCI[a]	382 268.9	472 889.3	474 362.7	1 473.4	0.3
UNOMIG[a]	31 150.0	33 377.9	35 528.9	2 151.0	6.4
Subtotal, missions	**4 390 340.0**	**5 013 152.3**	**5 064 982.2**	**51 829.9**	**1.0**
UNLB	27 527.4	35 478.7	40 683.6	5 204.9	14.7
Support account[a]	135 988.0	189 017.4	229 574.2	40 556.8	21.5
Subtotal, resources	**4 553 855.4**	**5 237 648.4**	**5 335 240.0**	**97 591.6**	**1.9**
Voluntary contributions in kind (budgeted)	8 541.2	8 023.7	7 754.2	(269.5)	(3.4)
Total resources	**4 562 396.6**	**5 245 672.1**	**5 342 994.2**	**97 322.1**	**1.9**

[a] Data for the 2007/08 period are provisional estimates, pending the submission of the proposed budget to the General Assembly.

150. Table 8 below provides the main factors affecting the changes in resource requirements for the 2007/08 period, compared with the 2006/07 period. Information on MINUSTAH, MONUC, UNIFIL, UNOCI, UNFICYP, UNMEE, UNMIT, UNMIL, UNOMIG and the support account are provisional estimates, pending submission of their respective 2007/08 budgets to the General Assembly.

Table 8
Main factors for variance in resource requirements

Peacekeeping component	Main factors for variance
MINURSO	Increase of $2.1 million (4.8 per cent) resulting from: • The replacement of water purification equipment to resolve the water problems at three team sites • The upgrading of the security enhancement facilities at three team sites in line with other team sites as a result of the recommendation from the security management review conducted by the Department of Security and Safety • The replacement of 70 vehicles which will be four years old by March 2008 and beyond economic repairs • The need to replace main Earth station antenna, which is the main communications link for the Mission

Peacekeeping component	*Main factors for variance*
MINUSTAH	Increase of $48.1 million (9.8 per cent) resulting from:
	• The enhanced role of the Mission in supporting the new Government and the reform of the Haitian National Police, resulting in 272 proposed additional posts, with the corresponding increase in civilian personnel and operational costs
	• This increase is partly offset by the reduction in a number of military contingents (from 7,500 in 2006/07 to 7,200 in 2007/08)
MONUC	Increase of $23.2 million (2.1 per cent) resulting from:
	• Deployment of additional 916 military personnel as authorized by the Security Council in its resolutions 1736 (2006) and 1742 (2007)
	• Increase in civilian personnel costs attributable principally to higher rates for salaries, staff assessment and common staff cost as derived from actual expenditure in 2005/06 and including an 8 per cent provision of net salaries to recover after-service health insurance liabilities for international staff
	• Higher requirements under national staff attributable to the application of the revised national salary scale effective October 2006
UNDOF	Increase of $0.06 million (0.1 per cent) resulting from:
	• Increase in requirements under information technology, resulting primarily from the mission's prorated share of additional resources for licences, fees and rental of software to facilitate the implementation of new systems and services
	• Higher requirements under national staff resulting from the application of revised salary scales for the mission effective 1 February 2006
	• The increased requirements under international staff owing to the application of revised mission-specific cost parameters for salaries, common staff costs and staff assessment based on actual average costs as well as increase in the common staff costs to meet the requirements of the Organization's unfunded liability arising from after-service health insurance
	• Higher requirements under official travel resulting from an increase in the provision for travel on official business by military and civilian personnel, which results in more frequent overnight stays outside the mission area owing to security arrangements
	• These increased requirements are partially offset by the decrease in requirements under ground transportation owing primarily to the management decision to curtail the number of vehicles that would normally be replaced from 81 to 55 and to extend the serviceable life of some vehicles already in the inventory

Peacekeeping component	*Main factors for variance*
UNFICYP	Increase of $2.0 million (4.5 per cent) resulting from:
	• Higher requirements under military contingents reflect the increased aircraft charter costs on the world market, coupled with the mission's increased reliance on commercial carriers for rotation of military troops
	• Higher requirements under national staff are attributable to the application of the revised national salary scale effective 1 September 2006
	• The increase is partly offset by the reduced requirements under alteration and renovation services, catering services and acquisition of fire equipment
UNIFIL	Increase of $348.7 million (99.4 per cent) resulting from:
	• Expected full deployment of military contingent personnel
	• The projected full deployment of civilian personnel
	• The continuation of the expanded air and naval operations (8 months of operation in 2006 as opposed to 12 months in 2007)
UNMEE	Decrease of $2.4 million (1.7 per cent) resulting from:
	• The reconfiguration of the Mission's military component, from 2,300 to 1,700 military personnel, including 230 military observers, as approved by the Security Council in its resolution 1741 (2007) of 30 January 2007
UNMIK	Decrease of $6.2 million (2.8 per cent) resulting from:
	• Decrease in requirements under United Nations police resulting from the reduction in the proposed level of police personnel from 1,680 to 1,565 and higher budgeted delayed deployment factor of 10 per cent in the 2007/08 financial period compared to 5 per cent in the 2006/07 period
	• This is partially offset by the higher requirements under Formed Police Units owing to increase in the deployment of special police personnel from 398 to 513 in the 2006/07 and 2007/08 financial periods, respectively
UNMIL	Decrease of $20.8 million (2.9 per cent) resulting from:
	• Decreased requirements for standard troop cost reimbursement, contingent-owned equipment and rations for troop-contributing countries owing to the planned repatriation of a battalion in the 2006/07 period, a decrease in the authorized contingent personnel strength by 125 personnel and a decrease in the cost of rations
	• Lower subsistence allowance requirements owing to the non-deployment of 240 United Nations police personnel in lieu of formed police personnel. The non-deployment stemmed from changes in operational requirements pursuant to an assessment of the situation on the ground

Peacekeeping component	*Main factors for variance*
	• Increase in requirements for international staff salaries resulting from the application of a 10 per cent vacancy rate in contrast to the 20 per cent in 2006/07 and takes into account an efficiency gain of $722,500 in respect of the conversion to the national level of 5 international posts and 1 international position (P-3) funded under general temporary assistance
UNMIS	Decrease of $230.0 million (21.3 per cent) resulting from:
	• Reduced requirements in Mission's transition from start-up phase — when most of its acquisition requirements were met and construction projects undertaken — to maintenance, when fewer new acquisitions are planned and construction is limited mostly to maintenance of roads, bridges and ports and the establishment of permanent brick buildings
	• With the Mission having completed its task of monitoring and verification in the Eastern Sudan as stipulated in Security Council resolution 1590 (2005), the 2007/08 estimates reflect provision for 8,722 military contingents only as compared with the authorized strength of 9,250 and include proposed abolition of 25 international and 170 national staff posts and 21 United Nations Volunteers
	• The 2007/08 estimates reflect a provision of $24,750,000 for disarmament, demobilization and reinsertion support of 45,000 adult ex-combatants as opposed to $49,775,000 approved in 2006/07 for the disarmament, demobilization and reintegration of 85,000 members of other armed groups and 5,500 members of special groups
	• Application of a reduced mission subsistence allowance rate of $78 with accommodation provided to all military observers, United Nations police and international staff outside Khartoum, as opposed to the application of the full mission subsistence allowance rate of $120 with military observers, United Nations police and international staff arranging their own food and accommodation
UNMIT	Increase of $12.0 million (7.0 per cent) resulting from:
	• Higher requirements for international and national staff attributable to the full deployment of the staffing establishment with significantly lower vacancy rates as compared to the 2006/07 period (when the mission started its deployment)
	• Higher requirements for medical costs attributable to provisions for 12 months as compared to provisions for 7 months in the commitment authority for the 2006/07 period
	• The increase in requirements is partly offset by lower requirements for the acquisition of equipment under facilities and infrastructure and communications and vehicles under ground transportation since the acquisition of major equipment is expected to be completed in the 2006/07 period

Peacekeeping component	*Main factors for variance*
UNOCI	Increase of $1.5 million (0.3 per cent) resulting from:
	• Faster deployment of military and police personnel as compared to the phased deployments and higher delayed deployment factors in the 2006/07 period
	• The proposed establishment of 50 additional posts, 23 additional temporary positions and 6 United Nations Volunteers positions. The variance is also attributable to the application of revised mission-specific salary costs, increase in the hazardous duty station allowance and the inclusion of a provision equivalent to 8 per cent of net salaries for the recovery of the Organization's liabilities arising from the after-service health insurance
	• Completion of deployment of the additional military and police personnel in the current 2006/07 period The reduced requirements are offset partly by an increase in the provision for official travel, air transportation, medical, special equipment and communications
UNOMIG	Increase of $2.2 million (6.4 per cent) resulting from:
	• The increased requirements under international staff owing to the application of revised mission-specific cost parameters for salaries, common staff costs and staff assessment based on actual average costs as well as increase in the common staff costs to meet the requirements of the Organization's unfunded liability arising from after-service health insurance
	• Higher requirements under national staff resulting from the application of revised salary scales for the Mission effective 1 October 2006
	• Increase in requirements under military observers and United Nations police resulting from resumption of patrols and other related activities in the Kodori Valley located in Gali District
UNLB	Increase of $5.2 million (14.7 per cent) resulting from:
	• Increase in requirements resulting from the acquisition of equipment and software packages and proposed establishment of new international and national posts in connection with the proposed establishment of Strategic Air Operations Centre, Engineering Design Unit and Geographical Information System Centre to be located at the Base
	• Higher requirements under facilities and infrastructure owing mainly to proposed upgrade of the satellite farm
	• Increase in requirements under communications following the increase in maintenance costs of equipment and spare parts, reflecting an increase in the total inventory value of the UNLB communications equipment

Peacekeeping component	*Main factors for variance*
Support Account	Projected increase of $40.6 million (21.5 per cent) resulting from: The need for additional support at Headquarters to provide backstopping due to the surge in United Nations peacekeeping activities, in particular with regard to the establishment of UNMIT, the expansion of the mandate for UNIFIL, the deployment of an African Union/United Nations hybrid operation in Darfur and the planning of new peacekeeping operations in Chad/Central African Republic and Somalia

151. For the 2007/08 period, an estimated total of 20,702 posts and 367 temporary positions are proposed for international staff, national staff and United Nations Volunteers (where applicable), in 13 peacekeeping missions and UNLB, compared with 21,548 posts and 206 temporary positions approved for the 2006/07 period, resulting in a decrease of 685 posts/temporary positions. That figure represents a 3.1 per cent decrease over the 2006/07 period. The decrease is attributable primarily to closure of ONUB as well as lower staffing requirements of UNMIT, UNMIS and UNMIK partially offset by an increase in requirements for MINUSTAH, UNIFIL, MONUC and UNOCI.

152. Table 9 below provides information on the approved number of posts and temporary positions for the 2006/07 period and the proposed number of posts and temporary positions for the 2007/08 period.

153. Owing to the proposed restructuring of the Department of Peacekeeping Operations into two new departments, the 2007/08 proposals for the support account are being formulated and are not yet available for inclusion in table 9.

Table 9
Proposed civilian staffing (including United Nations Volunteers)

	Approved 2006/07			*Proposed 2007/08*			*Variance*	
Peacekeeping component	*Posts*	*Temporary positions*	*Total*	*Posts*	*Temporary positions*	*Total*	*Number*	*Percentage*
MINURSO[a,b]	285	2	287	290	2	292	5	1.7
MINUSTAH[b]	1 701	52	1 753	1 973	52	2 025	272	15.5
MONUC[b]	3 677	68	3 745	3 847	68	3 915	170	4.5
ONUB	807	4	811	—	—	—	(811)	(100.0)
UNDOF	150	—	150	150	—	150	—	—
UNFICYP[b]	151	2	153	149	—	149	(4)	(2.6)
UNIFIL[b,c]	1 078	22	1 100	1 103	184	1 287	187	17.0
UNMEE[b]	521	7	528	517	4	520	(7)	(1.3)
UNMIK	2 863	7	2 870	2 801	7	2 808	(62)	(2.2)
UNMIL[b]	1 817	16	1 833	1 806	13	1 819	(14)	(0.8)
UNMIS	4 705	10	4 715	4 600	10	4 610	(105)	(2.2)
UNMIT[b,c]	1 928	7	1 935	1 526	7	1 533	(402)	(20.8)
UNOCI[b]	1 341	7	1 348	1 397	12	1 409	61	4.5

Peacekeeping component	Approved 2006/07 Posts	Approved 2006/07 Temporary positions	Approved 2006/07 Total	Proposed 2007/08 Posts	Proposed 2007/08 Temporary positions	Proposed 2007/08 Total	Variance Number	Variance Percentage
UNOMIG[b]	308	2	310	307	2	309	(1)	(0.3)
UNLB	216	—	216	236	6	242	26	12.0
Total	**21 548**	**206**	**21 754**	**20 702**	**367**	**21 069**	**(685)**	**(3.1)**

[a] Data for 2006/07 and 2007/08 exclude 10 personnel provided by the Government.

[b] Data for 2007/08 are provisional estimates, pending submission of the proposed budget to the General Assembly.

[c] Data for 2006/07 are based on the commitment authority requests for the period from 1 July 2006 to 31 March 2007 pending the approval of the full 2006/07 budgets.

154. The reasons for variances in the number of posts proposed for the 2007/08 period as compared to 2006/07 approved posts are as follows:

(a) Enhanced role of MINUSTAH in supporting the new Government and the reform of Haitian National Police in accordance with Security Council resolutions 1702 (2006) and 1743 (2007);

(b) Restructuring of the Division of Administration in MONUC, including decentralization of functions and delegation of authority to newly established regional offices and additional field offices;

(c) Establishment of the Integrated Training Unit, HIV/AIDS Unit and expansion of the General Services Section, which were not included in the 2006/07 commitment authority staffing proposal;

(d) Reduction in electoral staff of UNMIT. Since elections in Timor-Leste are expected to take place during the 2006/07 period, all electoral staff have been removed for the estimates for the 2007/08 period;

(e) In UNMIS, closure of Regional Office Kassala after completion of the Mission's mandate in Eastern Sudan and downsizing of the Disarmament, Demobilization and Reintegration Section after the anticipated significant progress by June 2007, in the capacity development of North and South Disarmament, Demobilization and Reintegration Commissions;

(f) Proposed abolishment of 2 General Service posts in UNFICYP, supplemented by the decrease in a number of temporary positions previously approved for the mission's Conduct and Discipline Unit owing to the establishment of a Conduct and Discipline Unit in UNIFIL, which will cover other missions in the area, including UNFICYP;

(g) Proposed establishment of the Strategic Air Operations Centre, Engineering Design Unit and Geographical Information System Centre at the UNLB;

(h) The implementation of the changes in the mission's mandate reflected in Security Council resolution 1739 (2007) in UNOCI to facilitate further promotion of the peace process, support redeployment of the State Administration, to monitor the justice system and to strengthen the integrated support services owing to the implementation of new management initiatives;

(i) Abolishment of 1 Field Service post in UNOMIG;

(j) Establishment of a Geographic Information System Unit within the Engineering Section, creation of 1 United Nations Volunteer post in the Personnel Section of MINURSO and replacement of 2 positions within the Engineering Section previously provided to the Mission by the Royal Moroccan Army;

(k) The number of posts proposed for the 2007/08 period in UNDOF did not change as compared to 2006/07 approved posts;

(l) The reconfiguration of the military contingent authorized by the Security Council in resolution 1741 (2007) of 30 January 2007, thereby reducing the military strength from 2,300 contingents to 1,700;

(m) Consolidation of various aspects of the mission's administrative functions owing to the transfer of competencies such as communities, returns and minorities, gender affairs and police operations to the Provisional Institutions of Self-Government, as well as to international partners (Organization for Security and Cooperation in Europe and the European Union);

(n) Review of the structure of UNMIL, taking into account that the Mission is in the consolidation phase, review of the situation with humanitarian support in the region and dissolvance of the Quick-Impact Project Unit.

IV. Status of the Peacekeeping Reserve Fund as at 30 June 2006

155. The United Nations Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The General Assembly, in its resolution 49/233 A, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones or for unforeseen and extraordinary expenditures related to peacekeeping.

156. As reflected in the financial statements for the 12-month period from 1 July 2005 to 30 June 2006, the level of the Fund as at 30 June 2006 was $157.1 million, comprising the reserve of $150 million and an accumulated surplus of $7.1 million. During the period ended 30 June 2006, no short-term loans were made from the United Nations Peacekeeping Reserve Fund. As at 30 June 2006, there was an outstanding loan in the amount of $12.8 million to the United Nations Mission in the Central African Republic, which was made in 1998 and 1999 and remains unpaid.

V. Management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries

A. Management of contingent-owned equipment

157. The Secretariat has made a commitment to submit the final draft memorandums of understanding to the permanent missions of troop- and formed police-contributing countries within three months from the start-up date of

negotiations. In many cases, the late signing of the memorandums of understanding is due to the delay in obtaining the concurrence of the contributing Governments with the provisions of the final draft. For some troop and formed police contributors, a lengthy legal and parliamentary process is required. As a consequence, such delays have an impact on the processing of claims for the reimbursement to contributing countries for contingent-owned equipment and self-sustainment. Currently, for memorandums of understanding that have been finalized, all claims for contingent-owned equipment and self-sustainment are processed within six months of receipt of the verification reports from peacekeeping operations.

158. The 2004 Working Group on Contingent-Owned Equipment did not reach a consensus in its triennial review of the rates of reimbursement for such equipment. In its resolution 59/298, the General Assembly approved the proposal of the Secretary-General that the next Working Group on Contingent-Owned Equipment would meet in 2008. It is expected that the 2008 Working Group will carry out a review of the reimbursement rates as well as a comprehensive review of the contingent-owned equipment system itself.

B. Liabilities to troop- and formed police-contributing countries

159. The status of amounts owed and reimbursements to troop- and formed police-contributing countries for the calendar years 2005 and 2006 are set forth in table 10 below.

Table 10
Status of liabilities to troop-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2005[a]	*2006*
Owed as at 1 January	629 330	695 166
Estimated amounts owed during the year	1 284 467	1 460 839
Less: payments made during the year	1 218 631	1 146 339
Balance at 31 December	**695 166**	**1 009 666**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2005	*2006*
Owed as at 1 January	267 590	348 686
Estimated amounts owed during the year	848 901	927 457
Less: payments made during the year	767 805	784 450
Balance at 31 December	**348 686**	**491 693**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2005[a]	*2006*
Owed as at 1 January	361 740	346 480
Estimated amounts owed during the year	435 566	533 382
Less: payments made during the year	450 826	361 889
Balance at 31 December	**346 480**	**517 973**

[a] Supersedes information provided in A/60/696.

160. Payments for troop costs are effected after taking into account a three-month cash operating reserve for each mission. In 2006, a total of four scheduled quarterly payments were effected for all active missions with sufficient cash resources. As a result of the receipt of additional assessed contributions after the scheduled payments, three additional payments (February 2006, April 2006 and November 2006) were effected during the two-year period to reduce short-term liabilities for MONUC, ONUB, UNFICYP MINUSTAH, UNMIK, UNMISET and UNOCI.

161. In 2006, payments to troop-contributors could not be effected for MINURSO because of the poor cash position in its special account, primarily resulting from the low level of receipt of assessed contributions, with liabilities for troop costs currently covering the period from April 2002 to January 2007. Payment for formed police contributors of UNMIK was effected in April 2006 to cover formed police-contributing costs for 2004, with liabilities for UNMIK currently covering the period from January 2005 to January 2007. When necessary, loans have been made from closed missions to UNMIK, MINURSO and other active missions to cover immediate cash operating requirements.

VI. Death and disability compensation

162. Since the current system on death and disability compensation was implemented on 1 July 1997, related claims are certified within 90 days upon receipt of complete claims. The current system allows for prompt and streamlined processing of claims and reduces the number of claims pending to a minimum.

163. However, under the current system, claims may remain pending because of an ongoing review and the time required for the determination of the percentage of permanent disability by the Medical Services Division. In addition, claims may remain unpaid pending confirmation that the death or disability of contingent and formed police personnel was service-related or pending receipt of additional information from contributing Governments needed to complete the claim file.

164. In compliance with General Assembly resolution 57/316, table 11 below provides information on claims related to death and disability compensation that were processed during the period from January to December 2006.

Table 11
Status of claims for death and disability compensation for 2006

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	6	252.0	—	—	11	294.3
MONUC	18	893.7	1	50.0	27	696.0
ONUB	14	666.3	—	—	6	88.0
UNAMI	1	50.0	—	—	—	—
UNAMIR	1	4.0	—	—	—	—
UNAMSIL	7	255.5	1	50.0	30	431.5
UNDOF	5	56.5	—	—	2	5.0
UNFICYP	2	60.0	—	—	—	—
UNIFIL	5	102.5	1	15.0	2	1.5
UNIKOM	—	—	1	—	—	—
UNMEE	3	115.0	—	—	10	111.0
UNMIK	7	15.0	—	—	1	24.5
UNMIL	21	713.3	4	200.0	18	414.7
UNMIS	—	—	1	50	2	101.0
UNMISET	—	—	—	—	—	—
UNOCI	10	506.9	1	51.2	10	314.1
UNOMIG	—	—	—	—	—	—
Total	**100**	**3 690.7**	**10**	**416.2**	**119**	**2 481.6**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		Claims rejected		Claims pending	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	5	250.0	—	—	3	150.0
MONUC	17	891.2	1	50.0	7	350.0
ONUB	12	607.8	—	—	1	50.0
UNAMI	1	50.0	—	—	—	—
UNAMIR	—	—	—	—	—	—
UNAMSIL	5	250.0	1	50.0	7	350.0
UNDOF	1	50.0	—	—	—	—
UNFICYP	1	50.0	—	—	—	—
UNIFIL	2	100.0	—	—	—	—
UNIKOM	—	—	—	—	—	—
UNMEE	2	100.0	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	13	659.3	4	200.0	6	300.0
UNMIS	—	—	1	50.0	2	101.0
UNMISET	—	—	—	—	—	—
UNOCI	10	506.9	1	51.2	6	300.0
UNOMIG	—	—	—	—	—	—
Total	**69**	**3 515.2**	**8**	**401.2**	**32**	**1 681.0**

C. Disability compensation

(Thousands of United States dollars)

	Claims paid		Claims rejected		Claims pending	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURSO	—	—	—	—	—	—
MINUSTAH	1	2.0	—	—	8	144.3
MONUC	1	2.5	—	—	20	346.0
ONUB	2	58.5	—	—	5	38.0
UNAMI	—	—	—	—	—	—
UNAMIR	1	4.0	—	—	—	—
UNAMSIL	2	5.5	—	—	23	81.5
UNDOF	4	6.5	—	—	2	5.0
UNFICYP	1	10.0	—	—	—	—
UNIFIL	3	2.5	1	15.0	2	1.5
UNIKOM	—	—	1	—	—	—

UNMEE	1	15.0	—	—	10	111.0
UNMIK	7	15.0	—	—	1	24.5
UNMIL	8	54.0	—	—	12	114.7
UNMIS	—	—	—	—	—	—
UNMISET	—	—	—	—	—	—
UNOCI	—	—	—	—	4	14.1
UNOMIG	—	—	—	—	—	—
Total	**31**	**175.5**	**2**	**15.0**	**87**	**880.6**

VII. Liabilities and proposed funding for after-service health insurance benefits

165. In accordance with the proposal in his report of 7 February 2007 (A/61/730) on the liabilities and proposed funding for after-service health insurance benefits, the Secretary-General's reports on the performance of the budgets of the 15 peacekeeping missions, and UNLB for the period from 1 July 2005 to 30 June 2006 reflect proposals for the funding of the liabilities in the total amount of $410 million. The approach taken by the Secretariat was to fully utilize interest and other income in the total amount of $378,732,400. The remaining balance of $31,267,600 representing the difference between the total liability of $410 million and the total amount of $378,732,400 on interest and other income, was drawn from the unencumbered balances of peacekeeping components on a pro rata basis, that is, their respective percentage share to the total unencumbered balance.

166. Table 12 below provides the proposed distribution of the funding of the liability in the amount of $410 million among peacekeeping components.

Table 12
Proposed distribution of the funding of the liability in the amount of $410 million for after-service health insurance benefits
(Thousands of United States dollars)

Peacekeeping component	*Amount from interest and other income*	*Amount from unencumbered balance*	*Total prorated share of after-service health insurance*
UNFICYP	1 791.4	32.8	1 824.2
UNDOF	4 196.0	84.4	4 280.4
UNIFIL	15 038.4	273.8	15 312.2
MINURSO	1 274.0	191.7	1 465.7
UNOMIG	1 375.3	204.9	1 580.2
UNAMSIL	120 117.6	1 285.3	121 402.9
UNMIK	6 484.6	368.5	6 853.1
MONUC	58 390.6	4 722.4	63 113.0
UNMISET	31 793.3	2.6	31 795.9
UNMEE	15 189.0	1 893.7	17 082.7
UNMIL	47 819.9	1 403.4	49 223.3

UNOCI	15 868.6	2 192.6	18 061.2
MINUSTAH	14 506.0	3 376.4	17 882.4
ONUB	15 694.2	4 885.3	20 579.5
UNMIS	26 813.4	10 110.3	36 923.7
UNLB	2 380.1	239.4	2 619.5
Total	**378 732.4**	**31 267.6**	**410 000.0**

VIII. Actions to be taken by the General Assembly

167. **The actions to be taken by the General Assembly in connection with the administrative and budgetary aspects of the financing of United Nations peacekeeping operations are:**

(a) To endorse the proposed management initiatives described in section III.B and C, of the present report;

(b) To apply the balance of $7,097,000 as at 30 June 2006 in excess of the authorized level of the Peacekeeping Reserve Fund to meet the financing of the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008.

Annex

Decisions and requests in General Assembly resolution 60/266 of 30 June 2006

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-first session (unless otherwise stated)*
Section I	**Cross-cutting issues**		
Paragraph 4	Report on progress in training in peacekeeping at its sixty-first session	DPKO	Overview report (paras. 13-14)
Section II	**Budget presentation**		
Paragraph 5	Review the practice of allowing peacekeeping staff to take up temporary duty positions in other peacekeeping missions, including for staff currently seconded on temporary duty, to consider ways to limit the length of temporary duty secondments as well as to elaborate on the exceptions and ensure that such secondments do not impact adversely on the operational activities of the parent mission, in particular when the parent mission has existing vacancies	DPKO	Overview report (paras. 16-17)
Section III	**Use of consultants**		
Paragraph 1	Ensure full utilization of synergies present in the United Nations system and develop an effective evaluation mechanism for the use of outside expertise	OHRM/DPKO	Annual report on consultants
Paragraph 2	Ensure that the commissioning of external consultants in the Organization by senior management and programme managers is conducted according to established administrative procedures and financial regulations and rules, with full respect for the mandates of internal and external oversight bodies and the oversight role of the General Assembly, and to report thereon	OHRM/DPKO	Annual report on consultants
Section V	**Accountability, fraud, corruption, mismanagement, misconduct and conflict of interest**		
Paragraph 4	Entrust the Office of Internal Oversight Services with ensuring that all current and future investigations by the Office are conducted impartially, thoroughly, expeditiously, taking into account current capacity, and with full respect for due process, and that they are not subject to any unnecessary delays	OIOS	OIOS report

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-first session (unless otherwise stated)*
Paragraph 8	Report at its sixty-first session on the implementation of paragraph 4 above	OUSG/OPPBA	Separate report
Paragraph 9	Ensure the expeditious implementation of paragraph 28 of resolution 52/226 A of 31 March 1998 and paragraph 30 of resolution 54/14 of 29 October 1999, related to the issue of conflict of interest, and submit the proposals requested in the aforementioned paragraphs to the General Assembly at the main part of its sixty-first session	OUSG/OPPBA	Separate report
Section VII	**Procurement opportunities**		
Paragraph 1	Increase efforts to improve procurement opportunities for vendors from developing countries and countries with economies in transition, taking fully into account the observations by the Board of Auditors, in paragraphs 71 to 74 of its report, in accordance with the relevant resolutions of the General Assembly, and report on the implementation thereof at its sixty-first session	PS/DM	Annual procurement report
Section VIII	**Quick-impact projects**		
Paragraph 3	Report on the need for a comprehensive policy, including on resource allocations, for quick-impact projects and, bearing in mind the unique nature and mandate of each operation, report thereon at its sixty-first session, addressing, inter alia: the definition of quick-impact projects and the selection processes; the duration of such projects; how, and if, quick-impact projects complement the activities of other United Nations bodies on the ground; the role of the mission, other United Nations bodies and implementing partners in managing and implementing quick-impact projects in the short and longer term; and how administrative costs can be minimized	DPKO	Overview report (paras. 18-23)
Section IX	**Regional cooperation**		
Paragraph 2	Develop and implement regional coordination plans aligned to the missions' objectives, while mindful of the specific mandates of each mission, and report on the progress achieved in the context of his next overview report	DPKO	Overview report (para. 24)
Section X	**Fuel management**		
	Review all aspects of fuel management, including the preparation of a comprehensive fuel management manual, implementation of the electronic fuel accounting system, development of standard operating procedures on fuel management and preparation of an annual fuel procurement plan, and report on the status of implementation	DPKO	Overview report (paras. 25-26)

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-first session (unless otherwise stated)*
Section XI	**Costing structure for air operations**		
Paragraph 2	Undertake an analysis of the impact of the new costing structure relating to air operations, bearing in mind the relevant observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors, to determine whether the application of the new costing structure for air operations contracts has resulted in savings or brought about other benefits and report thereon in the context of his overview report at the sixty-second session	DPKO	Overview report (para. 27)
Paragraph 3	Review in all peacekeeping operations the ongoing necessity of air services in all peacekeeping operations and current frequency of flights, to ensure the optimal use of air assets, to reconfigure them to respond to the changing circumstances, to increase the utilization of air assets, inter alia, by continuing to review flight schedules to accommodate more passengers and cargo and report thereon at its sixty-first session	DPKO	Overview report (paras. 28-30)
Paragraph 4	Continue to explore ways to increase regional management of air assets and further strengthen the coordination between the Department of Peacekeeping Operations and relevant United Nations departments and entities, with a view to sharing air assets, when feasible	DPKO	Overview report (para. 31)
Section XII	**Spare parts**		
Paragraph 1	Report at its sixty-first session on optimal levels for spare parts in all missions, and also request that the budget proposals for the period from 1 July 2007 to 30 June 2008 do not exceed those levels	DPKO	Overview report (paras. 32-36)
Paragraph 2	Report to the General Assembly at its sixty-first session on the possible establishment of a mechanism for global management of spare parts at United Nations Headquarters, including the ongoing identification of spare parts requirements, the capacity to redeploy them from other missions and any efficiencies to be achieved from such a mechanism	DPKO	Overview report (paras. 37-42)
Section XIII	**Better use of technology**		
	Make greater use of videoconferencing facilities and e-learning programmes for training and other purposes and report to the General Assembly at its sixty-first session on improvements and efficiencies made through greater utilization of those tools	DPKO	Overview report (paras. 43-48)

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-first session (unless otherwise stated)*
Section XIV	**Staffing of field missions, including the use of 300-series and 100-series appointments**		
Paragraph 4	**Reappoint, under the 100 series of the Staff Rules, those mission staff whose service under 300-series contracts has reached the four-year limit by 31 December 2006, provided that their functions have been reviewed and found necessary and their performance has been confirmed as fully satisfactory, and report thereon at its sixty-first session**	**DPKO**	**Separate report**
Section XV	**Disaster recovery**		
	Submit a comprehensive report on the proposed establishment and justification for mission onsite, mission in theatre and off site, and off site and out-of-theatre redundant data centres for disaster recovery and business continuity in peacekeeping missions, as well as on a secondary active communications facility and a disaster recovery and business continuity centre for information technology, at its resumed sixty-first session	**DPKO**	**Separate report**
Section XVI	**Strategic deployment stocks**		
	Submit, at its sixty-first session, a comprehensive report on the implementation of strategic deployment stocks and the use of logistics base and installations, as well as all mechanisms for rapid deployment, including on the evolving concepts used in this regard, taking fully into account the surge in peacekeeping operations, the location, operational and strategic requirements of peacekeeping operations and the need to ensure the utmost efficiencies in the use of resources	**DPKO**	**Separate report and UNLB performance report for 2005/06 (see A/61/679)**